



U.S. Department
of Transportation

**National Highway
Traffic Safety
Administration**

**DOT HS 807 222
Final Report**

May 1987

**Development and Field Test of a
Responsible Alcohol Service Program.
Volume II: Server Education
Program Materials**

The United States Government does not endorse products or manufacturers. Trade or manufacturers' names appear only because they are considered essential to the object of this report.

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| 1. Report No. DOT HS 807 222 | 2. Government Accession No. | 3. Recipient's Catalog No. | |
| 4. Title and Subtitle Development and Field Test of a Responsible Alcohol Service Program. Volume II: Server Education Program Materials | | 5. Report Date May 1987 | 6. Performing Organization Code |
| 7. Author(s) A. James McKnight, Karen Poley-Weinstein | | 8. Performing Organization Report No. | |
| 9. Performing Organization Name and Address National Public Services Research Institute 8201 Corporate Drive Landover, MD 20785 | | 10. Work Unit No. (TRAIS) | 11. Contract or Grant No. DTNH22-84-C-07170 |
| 12. Sponsoring Agency Name and Address National Highway Traffic Safety Administration 400 Seventh Street, SW Washington, DC 20590 | | 13. Type of Report and Period Covered Final Report 8/84 - 8/87 | |
| 15. Supplementary Notes Dr. Maria Vegega of NHTSA monitored the development and preliminary evaluation of the program. Dr. Alfred J. Farina monitored the field test and reporting phases of the project. | | | |
| 16. Abstract This report describes a program of server education designed to foster the responsible service of alcohol in bars, restaurants, and other on-sale establishments. The program is administered in two phases. The first phase, three hours in length, is intended for anyone engaged in the service of alcohol. It includes modules concerned with (1) an overview of responsible alcohol service, (2) the need for responsible alcohol service, (3) methods of preventing intoxication, and (4) methods of intervening in the drinking and/or driving of intoxicated patrons. The second phase of the program, also three hours in length, is intended primarily for managers and owners of establishments, and includes (1) role-play exercises in which participants exchange intervention techniques, and (2) a discussion of policies needed to support responsible alcohol service. A training session is provided for those who wish to administer the program to other groups. Four video presentations, totaling 62 minutes, are an integral part of the program. The development and evaluation of the program are described in a companion report. | | | |
| 17. Key Words Drinking-Driving Server Education Alcohol intervention | | 18. Distribution Statement Distributed to the public through the National Technical Information Service Springfield, VA 22161 | |
| 19. Security Classif. (of this report) unclassified | 20. Security Classif. (of this page) unclassified | 21. No. of Pages | 22. Price |

PREFACE

This report provides a curriculum, lesson plans, and supporting materials for a Program of Responsible Alcohol Service. The program is designed to enable and encourage employees and managers of establishments engaged in the on-sale service of alcoholic beverages to act in a responsible way in order to protect their patrons and the public from injury through the excessive use of alcohol.

The program was prepared by Public Services Research (PSR) of Landover, Maryland under contract to the National Highway Traffic Safety Administration (NHTSA), Contract No. DTNH22-84-C-07170.

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INTRODUCTION

This guide provides a program of instruction in Responsible Alcohol Service. It has been prepared to enable those knowledgeable in responsible alcohol service to conduct programs of instruction for servers, managers and owners of establishments in which alcohol is served.

OBJECTIVES

The objective of the Responsible Alcohol Service Program is to reduce the number and severity of alcohol-related incidents leading to injury, death and property damage by helping servers, managers and owners of establishments to be more responsible in the service of alcohol. Specific objectives include:

Servers:

- To prevent patrons from becoming intoxicated

- To identify impaired and intoxicated patrons

Managers:

- To support servers in the attainment of their objectives

- To terminate service to intoxicated patrons

- To protect intoxicated patrons from injuries

- To establish and administer business practices leading to responsible alcohol service

Owners:

- To institute programs of responsible alcohol service in their establishments

- To support managers and servers in achieving responsible alcohol service

- To interact with others within the community to promote community-wide responsible alcohol service

INSTRUCTIONAL PROGRAM

The program of instruction in responsible alcohol service consists of instructional modules that can be combined in different ways to provide instructional courses for different audiences.

Modules

The following seven modules comprise the program for Responsible Alcohol Service:

- Module 1 Awareness - An introduction to responsible alcohol service (30 minutes)
- Module 2 Needs - The problems giving rise to the need for more responsible alcohol service (45 minutes)
- Module 3 Prevention - What servers and managers can do to prevent patrons from becoming intoxicated (45 minutes)
- Module 4 Intervention - The intervention by servers and managers when customers have become intoxicated (1 hour)
- Module 5 Practice - Role play and discussion of various manager intervention situations (1-1/2 hours)
- Module 6 Policy - The formulation of policy to foster responsible alcohol service (1 hour)
- Module 7 Training (Optional) - Preparation for administering the instructional program (30 minutes)

Courses

The seven modules can be combined to form separate programs for servers, managers and owners as follows:

Servers:

- Module 1 Awareness (30 minutes)
- Module 2 Needs (45 minutes)
- Module 3 Prevention (45 minutes)
- Module 4 Intervention (1 hour)

Total Program: 3 hours

Managers:

- Module 1 Awareness (30 minutes)
- Module 2 Needs (45 minutes)
- Module 3 Prevention (45 minutes)
- Module 4 Intervention (1 hour)
- Module 5 Practice (1-1/2 hours)
- Module 6 Policy (1 hour)
- Module 7 Training (optional) (30 minutes)

Total Program: 6 hours

Owners:

Module 1 Awareness (30 minutes)

Total Program: 30 minutes

Methods

The program employs a mixture of information presentation and group interaction. The presentation of information is handled entirely through videos. The use of videos not only allows information to be presented more visibly than presenting information through an instructor, but allows the program to be taught by instructors who are not highly knowledgeable in all aspects of responsible alcohol service.

The role of the instructor is confined largely to guiding interaction. In modules 1-4, the interaction consists primarily of discussions among participants of the issues raised in the four videos. In Module 5, the interaction consists of role-playing activities intended to help participants work out strategies for intervention. In the sixth module, the interaction involves efforts to formulate policies conducive to responsible alcohol service.

MATERIALS

The following materials have been prepared for use in teaching the program of Responsible Alcohol Service:

- Lesson Plans
- Scripts
- Videos
- Handouts
- Role-Playing Scenarios
- Background Discussion
- Tests

Lesson Plans

Lesson plans are provided for each module. The introduction to each lesson plan describes the purposes of the lesson, lists the specific objectives, and furnishes an outline of the module.

The body of each lesson plan consists of guidance to instructors in carrying out the activities of the module.

Discussion Points--When module activities involve group discussion, the lesson plan provides a number of questions that may be used to initiate discussion, along with the questions most frequently raised by participants and responses to these questions.

Procedures--In Module 5, the lesson plan provides instructions for introducing, conducting, and critiquing role-playing sessions.

Checklist--In Module 6, the lesson plan provides a list of the elements of responsible alcohol service that are candidates for written policy.

Scripts

Scripts for the videos provided for the first four modules appear in the Appendix. They are provided to allow instructors both to preview and refer back to information presented in the videos.

Videos

The program includes four videotape presentations in four different modules. Videotape presentations are used as the primary medium for communicating information to participants, relieving instructors of this responsibility and allowing them to focus their attention on moderating discussion.

Responsible Alcohol Service - This 7-1/2 minute video presentation opens the first module and is designed to lead to an awareness of the public drinking establishment's role in alleviating the drinking-driving problem.

The Need for Responsible Service - This 15-minute video presentation opens the second module "Awareness" and is intended to lead to an awareness of the nature and magnitude of the drinking-driving problem and of the need for responsible alcohol service.

Preventing Intoxication - This 22-1/2 minute video presentation opens Module 3 and provides a summary of the various things servers and managers can do to prevent patrons from becoming intoxicated.

Intervening with Intoxicated Patrons - This 16-minute video presentation opens Module 4 and provides a summary of the various things managers and servers can do to intervene in the drinking and driving of their patrons.

Handouts

Only limited use is made of printed handouts. First, servers and managers cannot be counted upon to read any appreciable volume of textual material. Second, the ability of many potential sponsoring organizations to reproduce materials is limited. To circumvent the need for handout material, vital information appears in the video. Only two handouts are called for, one for servers and one for managers. Each is a simple three-fold summarizing the most important items of information in the program. It is intended as a reference aid. Reproducible copy is provided at the end of this guide.

Scenarios

Nine role-play scenarios are provided to enable participants to work out intervention strategies in Module 6. The scenarios were selected to represent a full range of intervention situations commonly encountered. The scenarios are presented in two forms:

Oral Scenarios--These scenarios are intended for oral presentation by the instructor to participants.

Written Role-Plays--More detailed scenarios are provided in written form for reproduction and distribution to participants.

Instructors are free to use whichever form best suits their needs.

Background Discussion

The lesson plans are intended to enable knowledgeable instructors to effectively administer the program of Responsible Alcohol Service. They are not intended to teach them the subject matter itself.

A Background Discussion is provided to help instructors acquire a greater depth of technical background and thus do a better job of both leading discussion and answering questions raised by participants. The Background Discussion includes information on: the alcohol problem; alcohol's effects on the body; its effect upon driving behavior; the legal standard; drunk driving laws; server liability laws; ABC laws and regulations; and state-specific information.

Instructors should read the text thoroughly before attempting to give the course to servers, managers or owners. Since few instructors will be teaching the course on a daily basis, it would be a good idea to review the material each time the course is taught and to review each module just before it is given.

Tests

Knowledge and attitude tests are provided for use with course instruction. These measures can be used in two ways:

Assessing Participants--The knowledge test may be used to assess the achievement of participants in mastering the subject matter in this course. Participants can be administered the knowledge tests at the completion of Module 4, "Intervention," which ends the information-giving portion of the program. The knowledge test can be given as a "final examination." If the courses were given for purposes of certification, a certificate would be dependent upon a passing grade.

Assessing the Course--Both the knowledge and the attitude measures may be used to assess the effectiveness of the course in leading to change. In this application, both tests would be given before and after the course was administered. Average scores for the "pre-tests" and "post-tests" would be calculated. The difference between the two scores would provide a measure of change.

Two forms of the knowledge test are provided. They have been equated for both content and level of difficulty. In assessing the course, the use of different forms keeps prior exposure to test questions from influencing the measure of knowledge gained. If the tests are to be given solely to assess individual participants, the two tests may be combined into a longer, more reliable measure.

BACKGROUND DISCUSSION

INTRODUCTION

In teaching this course, the more you know about the myriad aspects of alcohol service, the physiology of alcohol, the laws regulating its sale, and the various forms of intervention, the better an instructor you'll be. This text is designed to help you localize the drunk driving problem in your area, and to provide you with a fuller explanation of the concepts presented throughout the audiovisual material. A list of the Governors' Highway Safety Representatives has been included so that any specific information you may need about your State can be easily obtained. The more you localize the problem, the more it will mean to those participating in this program. Eradicating the drunk driving problem is everybody's concern. For the tavern owner and servers, it's a matter of following the law, and it's a show of good will.

A Little History....

Although alcohol may have been a chance discovery, it was very quickly put to purposeful use. Ancient archeological sites reveal the presence of beer and wine in many of the oldest civilizations where it was used for religious or ceremonial purposes. From prehistoric times until 500 years ago, alcohol was produced only one way, through fermentation. When people visited their local taverns, they were drinking beer or wine with the upper limit of 14% alcohol, the maximum achievable by fermentation.

But in 15th Century Europe, all of that changed. With the discovery of the distillation process, new and stronger beverages were produced. Spirits could be distilled from any fermented fluid, grain and tuber as well as fruit. The alcoholic content of beverages was no longer from 6 to 14%-- beverages with 50 or more percent of alcohol were produced. Unlike today's distilled beverages, these early samples contained vitamins, minerals, and essential nutrients. But like today's alcohol, the alcohol of yesteryear created societal problems which eventually necessitated regulating its manufacture, distribution, and use.

In 1619, 12 years after alcohol was brought to the Virginia Colony from Europe, a law was decreed stating that any person found drunk was to be reproofed privately by the minister. The second offense meant a reproof in public, and the third, a 12-hour stay in solitary and a fine. That was of arguable deterrent value. But by the early 1800s, the temperance movement had begun to call for more than fines and solitary, it advocated abstinence from distilled beverages altogether. What began as an aversion to liquor eventually evolved into intolerance of all alcoholic drinks. The temperance movement called for total abstinence, attacking alcohol as being physically harmful and completely unnecessary.

In 1919, Prohibition held sway and the 18th Amendment to the U.S. Constitution was adopted, making the sale and manufacture of any alcoholic beverage illegal. This amendment was in effect from 1920 until 1933, when the 21st Amendment to the Constitution was adopted. But, as evidenced by the existence of numerous speakeasies, Prohibition hardly stopped Americans from indulging. And they haven't stopped today--the evidence of which can be seen in the number of deaths and injuries on our nation's highways.

The Drunk Driving Problem

Every year, drunk drivers kill 25,000 Americans and injure another 1.5 million people. In the past decade, more than 11 million American families have experienced a death or a serious injury as a result of such drivers. And it is estimated that during their lifetime, more than half of all Americans will be involved in an alcohol-related crash. Society has paid a high price for these drivers, in lost wages, productivity, medical and legal bills. The cost has been a staggering \$24 billion a year.

Drunk driving is a national problem. On the average, at any time and place in the United States, one out of every 50 drivers on the road is not just impaired but legally intoxicated. During weekend nights, the numbers climb to one in 10 drivers and, in some cities during the predawn hours, the figure is closer to one in four drivers. All told, drunk drivers are killing 70 people a day, one just about every 20 minutes. And about 52% of their victims are themselves. Eleven percent of those fatally injured in alcohol-related crashes are drinking pedestrians, 20% passengers in the drinking driver's car, and 17% the other driver, passengers and pedestrians.

Alcohol Involvement in Driver Fatalities With Known BAC, 1983

| | |
|------------------|----------------------|
| None | 43.4% |
| Alcohol-involved | 56.6% |
| Some | (.01-.05%) 5.2% |
| Impaired | (.06-.09%) 5.2% |
| Intoxicated | (.10% or more) 46.2% |

There's no longer a question that alcohol is a factor in fatal accidents. Alcohol impairs driving skills, causes the kinds of human errors-- errors in perception, judgment, information processing and motor skills-- that cause accidents. The statistics say it all, almost three out of every five drivers fatally injured in crashes had been drinking.

Most accidents occur on straight level highways in clear weather. Neither hazardous roads nor inclement weather are the major causes of accidents. In fact, in 1983, the majority of crashes, some 60%, were single-vehicle accidents, 48% of which involved collisions with fixed objects like trees, utility poles and guard rails. Studies show that 55 to 65% of these drivers had BACs of at least .10%.

At Risk Groups

Heavy Drinkers

Studies indicate that heavy drinkers play a disproportionate role in drunk driving accidents, possibly causing up to two-thirds of all alcohol-related crashes. According to the President's Commission on Drunk Driving in its 1983 report, upwards of 65 percent of fatally injured drivers involved in single vehicle crashes were legally under the influence, i.e. with a BAC of .10 or above. In addition, more than half of the drunk drivers in total crashes had BACs twice the legal limit, the average being .20. Accident data reveal that drinking drivers are more likely to have

suspended, revoked or expired licenses, and prior DWI convictions than the average driver. One recent study concluded that 30 to 50% of arrested DWIs were problem drinkers, so it's no surprise that such drinkers, representing an estimated 20 million licensed drivers, consume about half of all alcoholic beverages sold (Malin, et al., 1982).

Teenagers

Teenagers are another high risk group. Though teenagers between the ages of 16 and 24 represent less than 20% of licensed drivers and of miles driven, they are involved in more than 40% of all alcohol-related crashes. In fact, in 1983, one-third of all drivers in fatal accidents were less than 25 years old.

It's no wonder that such crashes are the leading killer of American teenagers. Teenagers live in a world where alcohol consumption and driving are closely associated and highly valued, where risk-taking is applauded. The majority of fatally injured teenage passengers weren't riding in cars driven by adults, but by their peers--peers who too often drove recklessly at speeds far too great for road conditions.

But more than any other factor, inexperience at both drinking and driving accounts for teenagers' greater crash risk. Teenage drinking drivers have a greater probability than older drivers to be involved in crashes at all BAC levels. Teenagers with low and moderate BACs, compared to their older counterparts, are much more likely to be involved in an alcohol-related crash.

Studies show that alcohol has particularly debilitating effects on inexperienced drivers of all ages. Research has revealed that more frequent drinkers have a lower relative crash risk than infrequent drinkers at any given BAC. Results have indicated that, at moderate BACs (.05% to .07%), frequent drinkers have a significantly lower crash risk than infrequent drinkers. That's not to say that frequent drinkers have a lower relative crash risk than non-drinking drivers. They don't, but their ability to compensate for the effects of alcohol on their driving seems to be the reason behind their lower crash risk than inexperienced drinking drivers.

But anybody who drinks and drives takes a risk, and in this country the people who do so number in the millions. There are more than 154 million licensed drivers in the U.S. and, of them, roughly eight out of every ten men and eight out of every twelve women drink at least occasionally. Research has shown that men not only drink more frequently than women, they're involved in more accidents. Several studies have indicated the disproportionate role of male drivers in all types of drinking-driver populations, especially among drivers in accidents with BACs greater than .08.

Part of the reason for their higher accident rate stems from greater exposure. Men tend to drive more often after drinking than women. Accident statistics confirm this. According to the 1983 Fatal Accidents in the U.S. Report, 62% of all drivers in crashes were males while 58% of passengers were female.

High Risk Hours

While non-drinking drivers tend to be fatally injured in accidents occurring in the late afternoon and early evening rush hours, drinking drivers are twice as likely to be in a nighttime as daytime crash. For the working age population, recreational drinking patterns have an enormous influence on accident rates. Most fatal accidents occur on the weekends in the late night to early morning hours. These are the most dangerous driving conditions, not just for occupants of cars, but for pedestrians as well. Most pedestrians fatally injured in accidents were involved in late night crashes and, in 1983, more than half of them between the ages of 18 and 54 had been drinking, the vast majority, drinking heavily.

Consumption

The numbers are staggering and so is consumption. In 1983, according to the Annual Statistical Review of the Distilled Spirits Council of the U.S., consumers spent \$63.7 billion dollars on alcoholic beverages, up 6.3% from the year before, a 17.5% increase from 1983, and a 294% from 1963. Beer accounted for 53.6% of total expenditures, spirits 34.9%, and wine 12.3%. Wine showed the most rapid increase, rising in 1984 to 15.7 times its level of use in 1949, while spirits rose 487% and beer 662%.

Consumption at bars and restaurants is estimated to be 37% of total personal consumption. Another 18% of retail sales involved business expenditures for meetings, conferences and the like. Overall, in restaurants as at home, more ethanol was consumed in beer than in spirits and wine combined.

Obviously, not all Americans drink. In fact, according to self-reported surveys, 1/3 of the adult population abstains, one-third calls themselves social drinkers, while one-third characterize themselves as moderate to heavy drinkers. If these figures are reliable, it can be estimated that those who do drink consume an average of close to 1.5 ounces of ethanol a day, or the equivalent of three drinks daily. The largest percentage of people who drink consume less than that amount. But a small percentage at the upper end of the scale are responsible for drinking close to half of the alcoholic beverages sold.

A LITTLE BACKGROUND ON ALCOHOL

To understand how alcohol affects driving ability, it's important to look at what alcohol is, how it's processed by the body, and the factors which influence its absorption.

What Alcohol is...

The principal ingredient in alcoholic beverages is "ethyl" alcohol, more commonly referred to as ethanol, or just plain alcohol. Ethanol is part of a family of chemical compounds called monohydric alcohols. It's soluble in water, and has a higher boiling point than water.

Alcohol is a drug, a depressant, affecting the entire nervous system, like ether or chloroform does. In spite of the initial surge of energy it gives, alcohol is not a stimulant. If the drinker continues to consume it, he or she may fall into a stupor and eventually into a coma. If the coma persists for more than 10 hours, the person usually dies from asphyxiation due to paralysis of the brain's respiratory center.

Regardless of whether one drinks beer, wine or distilled spirits, the chief components remain ethanol and water. The typical drink contains about 3/4 of an ounce of alcohol whether it's contained in 1-1/2 ounces of 100-proof alcohol, a glass of 20-proof wine, or a pint of 4.5-proof beer.

The Process...

When alcohol is ingested, a small amount, some 5 percent, enters the bloodstream directly through the mouth and throat tissues. But the largest percentage, some 80 percent, of the alcohol is absorbed by the small intestine after the substance has passed through the stomach. When there is food in the stomach, alcohol passes into the small intestine at a much slower rate than when alcohol is ingested alone. If the stomach is full, within 20 minutes, 30-40% of the alcohol will be absorbed. But if it's empty, the alcohol quickly passes through the pyloric valve into the small intestine and on into the bloodstream.

The body absorbs alcohol through the process of diffusion. Once ingested, alcohol quickly passes through the gastrointestinal tract and is carried by the bloodstream to all parts of the body, brain included. Alcohol distributes itself throughout organs and tissue in proportion to their fluid content. It concentrates more quickly in organs with large blood supplies like the brain and the liver.

After just one drink, one's blood alcohol concentration quickly rises to a peak as the alcohol's being absorbed, then flattens into a plateau as it's being eliminated. The curve stays this way so long as alcohol's being ingested at the same rate it's being eliminated.

Because alcohol cannot be stored in the tissues, less than 10% is eliminated by the kidneys, lungs, and skin. Two to 5% is excreted virtually unchanged in urine, breath, and sweat. The liver eliminates the other 90% through the process of oxidation. The liver contains the majority of the

enzymes necessary for alcohol's oxidation but because alcohol, unlike other major sources of calories, cannot be stored, it must be metabolized before all other foods. But the liver can only oxidize a limited amount of alcohol per minute.

For the most part, alcohol is eliminated at about .015% per hour. Roughly speaking, the average person eliminates one drink per hour. Nothing can speed up this process.

Factors in Intoxication

Alcohol causes physical and emotional changes because of its effects on the brain. How quickly it does so depends on several factors, one of which is the size or weight of the individual consumer.

Weight

A heavier person has more blood and water in their system than does a lighter person so that a given amount of alcohol will be more diluted in a heavy body than it would be in a lighter one. The greater the concentration of alcohol in the bloodstream, the greater its effects--the more diluted it becomes, the weaker it becomes.

Body Tissue

Alcohol distributes itself throughout the water of the body. The two main components of the body -- fat and muscle -- differ significantly in their water content. Muscle or lean tissue is about 72% water; fat, on the other hand, is only 10 to 30% water. These facts have meaning when it comes to how one's body handles alcohol. For example, women have, on the average, a higher percentage of their body weight as fat, which means they have less total body water than a male of similar weight. Less body water, in this case, means less dilution of the alcohol ingested, i.e., a higher BAC. Given a male and female of equal weight, the female will have a BAC equal to that of the male on only 85% as much alcohol.

Food Consumption

Another important factor in alcohol's absorption is the absence or presence of food in the stomach. Food can slow down the absorption of alcohol, close the pyloric valve and keep the alcohol from quickly moving from the stomach to the small intestine. On an empty stomach, alcohol can reach the brain in a few minutes, but after a complete meal, it can take up to six hours for all of the alcohol to be absorbed. The time it takes depends upon the kind of food ingested before or with the alcohol, and how quickly it's digested.

Some foods are more effective in slowing down the absorption of alcohol. In general, foods high in carbohydrates are the most effective, followed by protein-rich foods, with foods high in fat being the least effective. Mixing alcohol with carbonated beverages also makes a difference in the rate of absorption. Carbonated beverages tend to more quickly open the pyloric valve, sending the alcohol through the small intestine and into the blood stream.

Mood

Alcohol's impact can be significantly affected by the individual's frame of mind. It usually accentuates the drinker's mood. If one's depressed, a drink or two may have the same effect as three or four would normally have.

Whereas, if the drinker is feeling good, alcohol often enhances those feelings of self worth. Fatigue can also be a factor in alcohol's impact. On little sleep, alcohol's effects are magnified.

Physical State

The drinker's state of health is also a factor. An active person is less affected by alcohol than someone who gets little or no exercise. An active individual tends to have more lean body mass than a sedentary person, and thus more water with which to dilute the alcohol. When the sedentary person drinks, most of the alcohol winds up in the bloodstream because it has nowhere else to go.

Tolerance

Experience with alcohol is key. An inexperienced drinker tends to feel alcohol's effects more quickly, and often more severely, than an experienced drinker. As a result of prolonged regular drinking, the liver becomes more efficient at metabolizing alcohol. In addition, some brain cells become less sensitive to the effects of alcohol. As a result, the experienced drinker develops a certain tolerance to alcohol's effects. He or she needs progressively more alcohol to produce the same mood altering effects experienced in earlier stages of drinking.

Amount

Obviously, how much alcohol an individual drinks, and how quickly, has a great impact on how affected they become. The more a person drinks, the more alcohol accumulates in the bloodstream. If more is consumed than can be eliminated, the rest concentrates in the bloodstream. The more that accumulates, the greater its effect on the drinker. An average 150-pound person consuming five drinks of 80-proof alcohol over an hour on an empty stomach would have a BAC of .10. If they continue to drink just one additional drink per hour, they would either maintain or increase their BAC.

Alcohol's Effect on behavior

Alcohol progressively affects behavior from inhibitions to judgment to reactions to coordination.

The first sizable changes in mood and behavior occur at a BAC of 0.05--or one part alcohol to 2,000 parts blood. At this level, judgment, restraint and thought may be affected. A 150-lb man can reach this BAC after having just two drinks in succession.

Signs that alcohol has impaired judgment include customers losing track of how much they've had, ordering doubles, becoming careless with money on the bar or on the table. They may buy a round for total strangers, or make irrational or nonsensical statements. Some drinkers become argumentative and agitated.

After about three or four drinks, at a BAC of around .06 to .08%, reactions become depressed. People seem less aware of what's happening around them. They may let a cigarette burn in an ashtray, forgetting to smoke it, or light a second one when they've not yet finished the first. They may have trouble lighting a cigarette at all.

Often at this stage, people look glassy eyed, they have trouble focusing and no longer use eye contact when speaking to others. Some people look tired, and lose their train of thought. Sometimes, their speech patterns change or they slur their speech.

At BACs of 0.10 and above, more functions of the brain are impaired. At 1 part alcohol to 1,000 parts blood, voluntary motor action is affected. Sometimes, hand and arm movement is distorted, walking shaky, and speech clumsy. Evidence of impaired coordination can be seen in problems picking up change from the table, spilling drinks, or difficulty finding the mouth with the glass. Often people slump in their chairs, sway, or doze altogether. They may seem clumsy, stumble and/or use their arms as outriggers. Often they have difficulty clearing objects in their path and may fall as a result of reacting too slowly to sudden movement. At a BAC of 0.20 or one part alcohol to 500 parts blood, the entire motor area of the brain becomes measurably impaired. The center which guides emotional behavior is also affected and people may become easily angry, weepy or loud.

What This Means for Driving...

The higher the concentration of alcohol in the blood, the greater its impact on driving. Driving is a complex task requiring judgment, information processing, conscious control of behavior, memory, coordination and quick reaction time. Alcohol tends to retard these processes and for many individuals it does so at BACs as low as .03-.05%, a range far below most legal blood alcohol limits.

The first type of behavior alcohol affects is judgment, a process particularly crucial to driving. Drivers need sound judgment, which they develop through experience and practice. They need to make rapid and correct decisions. Alcohol severely impairs this process. In one experiment, after drinking two ounces of 80-proof alcohol, experienced bus drivers were so adversely affected that they tried to manipulate the bus through too narrow an opening. After drinking, they required a larger space to complete a maneuver than they had needed before drinking.

Impairment in judging distances between stationary objects was also evidenced in other closed course experiments, revealing that the ability of many drivers to park their cars became impaired at BACs as low as .04-.06%. The ability to estimate the velocity of moving objects was also reduced. Some people were affected at BACs as low as .02 while the whole group's ability was affected at BACs of .10%.

Drivers not only evidence poorer judgment as a result of alcohol, they tend to take greater risks in their driving. Closed course driving performance at low speeds appeared to be degraded at BACs of .08-.10%. But driving ability at moderate speeds was reduced at BACs as low as .05 to .07%. The higher the speed, the less alcohol was needed to cause impairment.

Information processing is also important in driving. While sober, drivers are constantly scanning the road for signs, traffic and pedestrians, impaired drivers tend to scan their environment less often. They're more likely to fixate on an object such as a lane marker or a traffic sign.

For some people at BACs as low as .02%, and for many at BACs above .08%, the ability to divide attention and competently perform more than one task at a time is markedly reduced. Because impaired drivers have difficulty concentrating on several tasks simultaneously, they often forget to turn their headlights on, or to lower their brights for oncoming cars. They change speeds without reason, and make frequent lane changes. They may overshoot a stop sign or miss it altogether. They may straddle the center of the road and be unable to anticipate dangers ahead.

In one experiment, it was found that while sober subjects could divide their attention between road and signal lights, once under the influence they tended to pay attention to either one or the other. For example, in order to stay on the road, subjects paid less attention to signal lights. As a result, the mean accuracy of tracking greatly decreased as BAC increased, even at low blood alcohol concentrations.

Alcohol not only affects judgment and information processing, it reduces a driver's ability to see properly. Scientists describe the effects of alcohol on vision as comparable to "setting a grey glass in front of the driver's eyes or putting sunglasses on at twilight or at night." Under these conditions, a stronger light is needed to distinguish between objects and dimly lit objects go virtually unnoticed.

Alcohol also affects normal rapid eye movement called saccadic movement. This movement, which is an involuntary response, allows drivers to identify objects on the periphery of their visual field. The narrowing down of visual field is called tunnel vision, and it causes drivers to actually see less on either side or be less attentive to what they see. An impaired driver may not notice a car crossing an intersection, or a pedestrian stepping off the curb, until it's too late.

In addition to tunnel vision, impaired drivers often experience a longer glare recovery period. At BACs of .08 and above, it takes longer for the driver's eyes to readjust from partial blindness to a brightly lit environment, something drivers experience each time the headlights of an oncoming vehicle pass.

For older people, driving at night involves additional visual problems. Older drivers tend not to see as well at night because their eyes are less able to accommodate to sudden darkness. At BACs of .08 and above, impaired dark adaption can hamper driving ability.

Alcohol does more than impair vision, like any anesthetic it slows down response time. In closed course driving tests, drivers with BACs around .09% showed greater steering and brake response times in addition to rougher use of the brake pedal. Some drivers with BACs as low as .04 performed emergency braking and evasive maneuvers worse than unimpaired drivers. Undoubtedly, alcohol cuts down on a driver's margin for error. Because an impaired driver's slow to make decisions and respond, he has little ability to avoid an accident.

As blood alcohol levels rise, muscular coordination further deteriorates. Basic reflexes become progressively depressed. Hands are less steady, and people experience difficulty in standing and tend to sway. The Romberg test which measures the ability to stand without swaying reveals a significant degree of swaying at BACs of .10% and over. But many subjects were affected at much lower levels.

The effects of alcohol on driving ability can be devastating. At less than .10, many drivers experience distortion in judgment, vision, and coordination. Alcohol combined with fatigue can have an especially pronounced effect on driving, more so than either alone.

BAC--THE LEGAL STANDARD

Studies have shown time and again that the more serious the crash, the greater the probability that the driver was drinking. While alcohol is a factor in less than 10 percent of all minor accidents, it is involved in 3- to 40 percent of all serious accidents, and in about 60 to 75 percent of all fatal single vehicle crashes. For this reason, scientists and lawmakers looked early on to define a legal blood-alcohol limit as a basis for promoting highway safety, and prosecuting those suspected of breaking the law.

In the early 1930s, the scientific community worked furiously to study the extent of alcohol's debilitating effects on driving. Their research indicated that at a BAC of .15 most drivers experienced a significant and measurable degree of impairment. In 1939, Indiana was the first state to define intoxication in these terms, and shortly thereafter, Maine, New York and Oregon followed suit. Today, most of the scientific community views that standard as far too liberal, and the majority of states have established .10 as the legal level of intoxication. But even this standard's efficacy is questionable.

Research has shown that alcohol causes measurable impairment at BACs as low as .08. It is now believed that at a BAC of .10, drivers are seven times more likely than their sober counterparts to be involved in a fatal collision. At a BAC of .15, drinking drivers are estimated to be twenty-one times more likely, and at a BAC of .20, drivers are 100 times more likely to have such an accident.

So legislators have had cause to think again. The end result of this debate have been state laws which establish illegal Per Se and Presumptive BAC levels. In short, when many States adjudicate DWI cases, they may do so under either standard. The difference is simple. Some States define a lower presumptive BAC level, from .05-.10, which can be used to prosecute drinking drivers with lower BACs. If drivers' BACs fall in this range, they can be prosecuted but the State must provide additional evidence of impaired driving. Their driving isn't considered indisputedly impaired because they have reached the presumptive level.

Most States which have presumptive BAC levels also have established an illegal Per Se BAC level. When a driver has reached this level, he has indisputedly violated the law. The State's case is complete without providing corroborating evidence. Often the Per Se is higher than the Presumptive Level, but sometimes it's not.

Whatever the State's illegal BAC level, it remains an excellent measure of the extent of alcohol's influence on driving, and an invaluable tool in enforcing drinking driving statutes.

ANTI-DRUNK DRIVING LAWS

Groups like Mothers Against Drunk Drivers have brought media attention to the issue and the publicity has pressured State officials to come to terms with the problem. Forty-two states now legislatively mandate or require through administrative measures ongoing training for police, prosecutors and judges in the area of drunk driving. Thirty-seven States now require the police to have sobriety checkpoints. And financial pressure from the Federal government has pushed States to raise their drinking age, 33 currently have 21 as the minimum age.

States have the ammunition to enforce highway safety laws with regard to alcohol use. Most States have implied consent laws which allow them to regulate highway safety through testing of drivers' levels of intoxication. These laws embody the States' view that driving is a privilege rather than a right, one that can be rescinded if abused. Implied consent laws are based on the rationale that a driver, by the mere fact of getting behind the wheel, gives his "implied consent" to the State's regulating such activity, and can be penalized for impeding this process. Refusing to submit to a breathalyzer test in most States brings about an automatic license suspension of from 90 days to one year for the first refusal. In 38 States, evidence of such a refusal is admissible in court. A second refusal triggers a minimum mandatory license suspension of from 6 months to three years.

Almost all States have an illegal Per Se blood alcohol level, most commonly .10%. But many also have Presumptive blood alcohol concentration levels which are often lower than the Per Se levels and can be used to prosecute offenders with additional evidence of the individual's state of intoxication. For example, in Connecticut, the illegal Per Se BAC is .15, but the presumptive level is between .05-.10.

Thirteen States not only have Per Se BAC levels, but Administrative Per Se laws which require an automatic mandatory minimum license suspension when the State's BAC level is exceeded. For example, in Indiana, after the first DWI offense, drivers' licenses are automatically suspended for a minimum of a half a year. In Arizona and Delaware, first offenders' licenses are revoked for 30 days and 3 months respectively, while in Montana licenses are revoked for at least one year.

The number of people who lose their licenses runs into thousands. Last year, California suspended the licenses of 72,755 drivers convicted of DWI, North Carolina, 53,689, and Wisconsin, 31,704. While most States issue hardship licenses allowing limited driving privileges to and from work, ten States, New Jersey, Alabama, Connecticut, Kentucky, New Hampshire, Pennsylvania, Rhode Island, Utah, Vermont, and West Virginia, do not. When drivers are convicted in these States, they must find another way to get to work.

All of these measures have been designed to force the drinking driver to accept a greater responsibility for his actions. They are a recognition of the seriousness of the problem, and of the offense.

Thus far, there have been some encouraging signs. Since 1980, there has been a significant decline in the number of fatally injured drivers and in the percentage who had been drinking. In 1980, 50% of such drivers had BACs over .10 while, in 1984, 43% fell into this category. It is difficult to discern the exact reasons behind this change, but it offers a glimmer of hope. Increased server efforts, greater enforcement of DWI laws, and a high profile anti-drunk driving campaign are at least in part responsible for this decline. They're a beginning. But it will take continued effort in all three directions to see these statistics fall further. That is what this alcohol intervention program is all about.

SERVER LIABILITY LAWS

Not only have States' illegal blood alcohol limits become increasingly tough, but so has society's attitude toward drunk drivers and the responsibility such drivers and the establishments that serve them are having to accept.

Dram Shop Laws

Drinking drivers are being held accountable for the hazardous consequences of their drinking. In 37 States and the District of Columbia, commercial servers of alcohol are being held responsible as well. Either through State or Dram Shop laws, there has been a trend toward holding public drinking establishments responsible for overserving customers-- customers who later cause damage and injuries to innocent third parties. Such laws were first enacted in the mid 1800s, when advocates of the temperance movement attacked all drinking as harmful and tried to outlaw it. They wanted to close saloons and "dram shops," and pushed for statutes which established civil liability on the part of saloon keepers for harm resulting from their business. These laws often required tavern owners to assume financial responsibility for the families of patrons who had "become habitual drunks."

During and immediately following Prohibition, Dram Shop laws fell into disuse and not until the late 1940s and the 1950s did the concept reappear in the legal community. Its resurgence has been especially marked since 1979, with the renewed attention toward the societal costs of drunk driving. One result has been the expansion of law as one means of preventing drunk driving and compensating victims after the fact.

While State statutes vary widely, most identify three classes of persons requiring special attention: minors, habitual drunks and "obviously intoxicated" persons. Usually, these persons are unable to sue for injuries sustained from overservice because their behavior is considered contributory negligence. Dram Shop Laws are designed to protect innocent third parties harmed by a drunk driver, the driver and passengers of the other vehicle, and passengers in his car. But, to establish liability, several conditions must be proved: first, that the defendant sold or furnished the purchaser with the intoxicating alcohol which the purchaser consumed; second, that the intoxicated purchaser caused an injury to the plaintiff; third, that there was a causal relationship between the purchaser's intoxication and the plaintiff's injury; and fourth, that the plaintiff was covered under the Act.

Nationwide, ABC laws vary involving those who can and cannot be served. In most States, there is a prohibition against serving minors, habitual drunks, and already intoxicated customers. But, in California for example, the Dram Shop law specifies that sales to minors are the only potential source of liability tavern owners face. In contrast, Colorado, Delaware, Ohio, Wisconsin, and Wyoming specify that a tavern owner's sole liability is towards the habitual drunkard.

States have differing provisions with regard to those who have standing to sue for compensation. In Oregon, the spouse, parents and children of the intoxicated patron have a cause for action against the owner. Some States allow tavern owners to use contributory negligence on the patron's part as a defense of their actions.

States have varying provisions with regard to the type and amount of recovery available. In Iowa, Illinois, Alabama, Michigan and North Dakota, the size of the damage award takes into consideration the plaintiff's means of support, as well as the personal and property damages incurred. Rhode Island and Connecticut limit recovery to personal and property damage. Some States even place a ceiling on the amount of money recoverable under their Dram Shop statute.

Variations in language and provisions have led to variations in judicial interpretation. In Illinois and Minnesota, the courts have strictly construed their statutes such that only those specified in the Act have cause for recovery. Other States, like Connecticut, interpret their statutes more broadly, and have expanded the range of plaintiffs beyond those specified in the law.

Courts also differ on possible defenses against a Dram Shop cause of action. "Contributory negligence" as a basis for recovery on the part of the intoxicated patron has been rejected by most courts. Simply stated, most courts have ruled that someone who deliberately drinks to and beyond the point of intoxication should not be allowed to recover damages against the establishment that served him. In a few cases, however, courts have allowed minors to collect on this basis.

Judicial interpretation of the Dram Shop requirement of a causal connection between the alcohol sale and the subsequent alcohol-related injury has also differed. Most courts require a connection between the illegal sale and the subsequent crash, but some have inferred that the illegal service was the proximate cause of the crash so that a mere showing of the illegal sale and later crash are sufficient to establish a cause of action.

In the case of minors, several courts have held that commercial servers were liable because of the violation of the States' ABC law prohibiting service to an underage person (Smith vs. Clark, 190 A 2d 441, Pa., 1963; Aliulis vs. Tunnel Hill Corp., 275 A 2d 751, N.J.M 1971). But that's still not the rule. Some courts have denied recovery to minors injured as a consequence of their having contributed to their own negligent behavior.

The provisions and court interpretations of common law and Dram Shop liability law differ widely. But the fact remains that many States have Dram Shop, common law or a combination of the two with regard to server liability and that these have been used to make commercial establishments liable for injury and harm resulting from their overservice.

Common Law Server Liability

Before Dram Shop laws were enacted, most States followed the dictum of common law. In early common law, an intoxicated person was considered solely responsible for his condition and for the negligent acts which occurred as a result of it. The old common law provides no third party liability and, in several States, that approach still holds sway.

But in 1959, New Jersey's Supreme Court became the first of many to impose third party liability on commercial servers who violated the State's Alcoholic Beverage Control Laws. In *Rappaport vs. Nichols* (31 N.J. 158, A.2d 1), the plaintiff was permitted to sue a tavern owner for an illegal alcohol sale to a minor which resulted in the death of her husband in the subsequent alcohol-related crash.

In the *Rappaport* case, the court, imposed liability as a result of the tavern owner's violation of the State's ABC law. But in other State court decisions in California (*Coulter vs. Superior Court*, 577 P. 2d 669, 1978), and in Oregon (*Weiner vs. Gamma*, 485 P. 2d 15, 1971), courts have indicated their willingness to hold a commercial server civilly liable on the basis of ordinary negligence. Under this theory of law, liability stems from the server's failure to act as a reasonable person would, regardless of the existence or violation of the law. If a reasonable person wouldn't have served an obviously intoxicated person because of the probability they would be driving, then a commercial server is expected to be equally as cautious in his service.

Two premises underlie common law liability. One, the actions of an intoxicated patron pose a serious threat to persons or property which the tavern owner can reasonably foresee, and two, that the illegal sale of alcohol to the intoxicated patron can be considered the proximate cause of injury or damage. (*Adamian vs. Three Sons, Inc.* (233 N.E. 2d 18, 1968).

The major difference between common law and Dram Shop liability is that the latter expressly establishes liability for the illegal alcohol service, while in the former, the liability is inferred. Otherwise the elements are almost identical.

But like court interpretations of Dram Shop laws, common law cases vary as well. In Minnesota, Dram Shop and common law liability are both acceptable causes of action. In one Minnesota case, *Robinson vs. Lamo* (289 N.W. 2d 60, 1979), the court held that the Civil Damage Act was the exclusive remedy against negligent tavern owners and a common law action was not appropriate. But, in a later Minnesota case, *Trial vs. Christian* (293 N.W. 2d 618, Maine, 1973) this decision was ignored and the court found that the plaintiff could use common law negligence as the cause of action.

States like Alaska, Louisiana, New Hampshire and Pennsylvania have allowed intoxicated patrons to make claims against tavern owners who furnished them with alcohol in violation of the States ABC laws. (*Vance vs. U.S.*, 355 F Sup 756, Alaska, 1975, *Pence vs. Ketchum*, 316 So 2d 831, La., 1976; *Ramsey vs. Anctil*, 211 A 2d 900 NH., 1965; *Majors vs. Broadhead Hotel*, A 205 2d 873, Pa., 1965). In contrast, courts in Connecticut, Minnesota and New York, have held that the intoxicated patron has no grounds for recovery because the consumption of the alcohol rather than the sale was the cause of injury (*Nolan vs. Morelli*, 226 A 2d 383, Conn., 1967).

ABC Laws and Regulations

All States, regardless of whether they have established Dram Shop or common law liability, still exercise a measure of control over the sale and distribution of alcohol. One important area of regulation involves who can buy and consume alcoholic beverages.

Regulation of the manufacture and distribution of alcoholic beverages paralleled the development of Dram Shop and common law liability. It began in the late 1800's and reached a high point with the adoption of the 18th Amendment to the U.S. Constitution in 1920, prohibiting the manufacture, sale and consumption of alcoholic beverages. This amendment, repealed after Prohibition in 1933, was extremely important vis-a-vis the States' regulation of alcohol sales. As a result of its repeal, the States gained authority over the manufacture and distribution of alcoholic beverages within their borders.

There are two major types of alcohol regulatory systems. In control States, the State government itself handles the wholesale distribution of alcoholic beverages, with private firms involved in the retail sale of such beverages. In "license" States, private firms hold licenses to manufacture, distribute, and sell alcoholic beverages and must comply with the regulations of the State's ABC agency. In "pure" control states, the state owns the retail outlets as well as runs the distribution system. In "mixed" control states, private retailers are licensed to sell such beverages for on and off-premises consumption.

Although states laws vary, they fall into either "control" or "license" categories. The purposes of the laws are:

1. Generating state funds
2. Limiting criminal involvement in alcohol manufacture and sale
3. Influencing public morality, and
4. Protecting consumer and public health

Some of these goals have been more and less important at various points in time. Those that involve public morality are somewhat suspect as they are viewed as throwbacks to the beliefs of the religiously based temperance movement.

The above mentioned goals are achieved through:

1. Licensing and regulation of alcoholic beverage manufacturers
2. Direct control over distribution of such beverages (wholesale and retail)

3. Restrictions on sales including location, visibility of promotions, hours, and days of sale
4. Collection of taxes and licensing fees
5. Restrictions on who can buy or be served alcohol, (i.e. minors and intoxicated persons)

The enforcement of ABC laws involves several steps, the first of which is the investigation.

Undercover agents from the State or local police or ABC agency regularly investigate alleged ABC statutes violations. Some States give ABC agents full responsibility over this activity, others let the local law enforcement agency handle the effort. Others allow the police and ABC agents to share the burden. In no State does the body responsible for the investigation and enforcement of ABC statutes work only on the illegal service provisions. All aspects of the State's ABC laws must be enforced, including those which pertain to sales off-premises, manufacture and wholesale distribution.

Because of a shortage of funds available for such activity, investigations are usually carried out on a random basis. Once a violation has occurred, the next step is adjudication. Usually a violation by a bartender or clerk results in a misdemeanor charged against the party in question. Most often, the bartender, tavern, or store owner must then appear before the ABC Commission to answer to the charges. Should the violation have validity, the owner may be fined, have his license suspended for a limited period of time, or have it revoked permanently. Often the sanction involves a combination of the above.

Most statutes give the alleged violator an avenue for redress, and that's an appeal. The decision can be appealed to the local district commissioner as designee. This appeal can ultimately wind up in civil court, as a result of an "arbitrary, capricious action" by the administrative agency. The agency's fact determination is rarely questioned, but its subsequent action is sometimes addressed.

ABC enforcement differs from State to State, but all agencies have a mechanism to ensure that their statutes are enforced.

WHAT ABOUT YOUR STATE?

Drunk-Driving Laws

Does your State have Implied Consent Laws?

What is the penalty for refusing to submit to a blood alcohol test?

Does your State have an Administrative Per Se Law? If so, for how long are licenses automatically suspended after the first DWI conviction?

What are your State's fines for the first DWI offense?

How long are licenses suspended for a first offense?

Does your State have a mandatory jail sentence for a first offender?

Does your State grant hardship licenses or work licenses to suspended drivers?

Dram Shop Laws

Do you have Dram Shop laws?

When were they enacted?

What do they say?

Have there been any cases brought up under them?

What have been the results?

What does this mean for commercial servers of alcohol in your state?

Common Law Precedents

Do you have any common law precedents in your state establishing third party liability?

What has the trend been in such cases?

If none exists on the books, are any in the offing?

ABC Laws

What are the ABC laws in your state with regard to those prohibited from being served alcohol?

Can adults be served alcohol in the presence of minors?

What are the restrictions on hours and time of day when alcohol can be served?

How strictly are ABC laws enforced in your state?

Have there been any prominent recent cases which involved violations of the ABC laws with regard to illegal alcohol service?

LESSON PLANS

GENERAL SUGGESTIONS

You're the Instructor....

To teach this program effectively, you need more than the proper background...

As instructor, you are the key to this program's success. The better you can convey that information, the better trainees will grasp the concepts you're trying to get across. Trainees need to not only understand the skills that can improve their alcohol service, but have the confidence to use them. You can help them gain both.

Your Audience

Your trainees will include alcohol servers of all types, from bartenders to waiters and waitresses, to restaurant managers and owners. Their backgrounds will vary as will their personalities. In dealing with such diversity, the watchword is flexibility.

Overview

This program is designed to be practical, and skill-oriented. Its basic methods of instruction include modeling, role plays and feedback. Trainees will view videotape presentations which lay the foundation for each of the four modules. These presentations include vignettes which took place in a bar called "Stan's Place." Here various servers respond to the behavioral cues of their patrons' drinking, using the appropriate forms of intervention. The videotape presentations also cover factual material relevant to alcohol service, the current drunk driving problem, the physiology of alcohol, and server liability laws. In each case, the videotape segments will provide an informational basis for discussion. Afterwards, the instructor will use this and the trainees' own experience to further explore each topic.

The Process

Here are some things to keep in mind when running this training program:

- o When it comes to planning, everything should be done in advance, from site selection to the locating of equipment.
- o The better organized the presentation, the more credible the presenter.
- o And the more enthusiastic the instructor, the more responsive the trainee.
- o Instructors who seem bored with their material can't possibly enliven an audience.

Instructors should try to:

Be Personable

Introduce yourself to trainees.

Keep eye contact with them.

Address participants by name, and show no favoritism.

Be Sensitive

About room conditions.

Poor ventilation and visibility.

Uncomfortable temperatures.

Be Comfortable with Yourself

Dress informally.

Show that you are open to any question and are willing to deal with any problem brought up.

Be Nonjudgmental

Try to encourage participants to exchange ideas, positively reinforce their responses, and make no issue of incorrect ones.

Be Flexible

When things go wrong, use humor to ease the way. When applicable, put your own experience to work.

Modeling

As an instructor, your task is to provide an encouraging environment for participation and a strong role model. In doing so, remember it is important to:

Control the discussion--By remaining nonjudgmental, and avoiding alliances for or against a trainee, you increase your ability to control the discussion, and you limit a participant's ability to sidetrack it. Sometimes, one trainee turns out to be a real nuisance, he or she says the opposite of anything said, and is looking for an argument. If this person persists in being disagreeable, make polite attempts to take him or her in hand. If those fail, offer to chat during a break and try and rectify the situation going one-on-one. Personal attention may just defuse the problem.

Encourage participation--In order to stimulate discussion, you need to encourage trainees to participate. One way is to positively reinforce their responses, be supportive of their efforts. Be interested in their point of view, and try to further their response by posing questions. When trainees are making comments, don't cut them off, and when asking a question don't be impatient, wait for their responses, and if none is forthcoming, provide an additional cue.

Recognize professionalism--Use their experience to further the concepts you want to get across. These servers are professionals, they have practical knowledge in this field. They are a resource. The more they can put their own experience to work, the more insight they'll get into ways of improving their approach.

MODULE 1 AWARENESS

TIME: 30 Minutes

PURPOSE: To generate an awareness of processes in providing responsible alcohol service.

OBJECTIVES

Performance Objectives--On the basis of instruction provided by this module:

1. Servers and Managers will participate actively in a program of responsible alcohol service.
2. Owners will support programs of responsible alcohol service.

Knowledge Objectives-- On the basis of instruction provided in this module, participants will know:

1. The importance of responsible alcohol service to the welfare of the public as well as to servers, managers and owners in establishments serving alcohol.
2. What constitutes a program of responsible alcohol service.

Attitude Objectives--On the basis of instruction in this module, participants will believe:

1. That servers, managers and owners have an obligation to provide responsible alcohol service.
2. That active participation in a training program is an important step in achieving responsible alcohol service.

ACTIVITIES--Two activities will make up this module:

Presentation: A 7-1/2 minute video program describing importance of responsible alcohol service.

Discussion: A 22-1/2 minute instructor-moderated discussion of selected topics related to responsible alcohol service.

LESSON PLAN

Introduction

Introduce yourself as the instructor of the Responsible Alcohol Service Program; acknowledge the sponsoring organization, and its representative(s), as appropriate. If you plan to use the "Responsible Alcohol Management" brochure, hand it out now. (See reproducible copy at the end of the guide.)

Keep to a minimum any administration chores (calling roll, collecting fees) holding as much as possible to the end of the module. Hand out to servers, the Knowledge and Attitude Pre-Tests, and to the managers, the Beverage Policy Questionnaire.

Video Presentation: 7-1/2 Minutes

Put on the video presentation, "Responsible Alcohol Service".

Discussion: 22-1/2 Minutes

Following the presentation, conduct a discussion of selected topics related to alcohol service. This discussion is intended to be a forum for the group's opinions as to their role in alcohol service.

Servers and Managers

Use the following prompt question to initiate the discussion.

What responsibility do you have to keep people from being injured as a result of having had too much to drink?

The points made will not be challenged in this discussion, but will be dealt with by the end of the program. During the discussion, jot down a list of the issues raised, and from time to time thereafter, check the list to see what can be incorporated in later discussions.

Inform the class that you're aware of their concerns and are trying not to avoid them. Tell them that if they're not covered during the course, to please remind you and they will be explored.

Owners

The forum in which the presentation is given to owners (e.g., convention, local meetings) may not allow time for discussion. What time is available should be devoted to discussion of the advantages of participation in the Responsible Alcohol Service program by their servers and managers, as well as themselves. Resist getting into a discussion of substantive issues at this point. Treating them superficially is worse than not treating them at all. Above all, don't attempt to deal with the issue of server liability except to acknowledge that it is an issue. Attempts to get owners to accept liability should occur only after they have seen the Module 2 presentation and have sufficient time to deal with the liability issue in depth.

MODULE 2 NEED FOR RESPONSIBLE ALCOHOL SERVICE

TIME: 45 Minutes

PURPOSE: To convince servers and managers of the need for responsible alcohol service.

OBJECTIVES

Performance Objectives--On the basis of instruction in this module, participants will decide to:

1. Participate actively in course activities
2. Apply the results of learning to achieving responsible alcohol service in their establishments.

Knowledge Objectives --On the basis of instruction in this module, participants will know:

1. The nature and magnitude of highway accidents and injuries resulting from drinking and driving.
2. State and local laws relating to the service of alcohol.
3. Employer policy concerning the service of alcohol.
4. The liability of drinking establishments for injuries and property damage resulting from risks to intoxicated patrons.

Attitude Objectives --On the basis of instruction in this module, participants will believe:

1. Drinking and driving accidents are serious but preventable
2. Intoxication can seriously degrade the ability to drive a vehicle safely.
3. Server/managers and drinking establishments have a moral and professional responsibility to keep patrons from becoming intoxicated and prevent intoxicated patrons from attempting to drive.
4. Drinking establishments face severe financial loss, possible ruin from serving intoxicated patrons.
5. Responsible alcohol service is not deleterious to good customer relations, and can actually enhance it.

ACTIVITIES--Two activities will make up this module:

Presentation: A 15-minute video program, "Need for Responsible Alcohol Service," describing servers' moral and legal responsibility to prevent intoxicated patrons from driving.

Discussion: A 30 minute instructor-moderated discussion about why servers should be responsible for their patrons' drinking and driving.

LESSON PLAN

Video Presentation: 15 Minutes

Put on the video presentation, "The Need for Responsible Alcohol Service."

Discussion: 30 Minutes

Following the presentation, conduct a discussion. The point of this discussion is to convince servers that they are responsible for the drinking and driving of their patrons. To help them reach this conclusion, instructors should bring home the drunk-driving problem, localize the issue by providing facts and figures as they relate to their particular area. They should emphasize the role public drinking establishments have played in alcohol-related accidents, and the preventive role the law has actually assigned them. This discussion should focus on your state's server liability, or server practices law.

It is important that you be thoroughly familiar with state and local liquor control laws and be able to cite them verbatim.

If necessary, use the following prompt question to initiate the discussion:

After viewing this presentation, what do you see as your responsibility towards patrons? Legally? Morally?

Instructors should be prepared to explain the state's law with regard to server liability. They should have a copy of its exact wording on hand for easy reference.

Points often raised are:

"Why should serving establishments be held responsible for the actions of drunks?"

Many participants, particularly owners, will be overly hostile towards the dram shop laws and common law they believe hold them responsible for the actions of drunks. It is important to convince them at this point that drunks are expected to be responsible for the consequences of their behavior. If injury or damages occur as a result of their being intoxicated, they are held accountable. They can be fined, face a license suspension or revocation, as well as be sued for damages.

Servers are not held responsible for the consequences of drinking and driving--only for obeying the law, which prohibits service of alcohol to minors and those who are visibly intoxicated.

Punishing someone after the fact doesn't prevent future injury from taking place. The law is designed to protect the public from the hazards of overdrinking, not just punish those who have committed the crime. The law recognizes that servers are in the best position to play a preventative role. They are able to make rational decisions. Drunks are not.

Like any distributor of a potentially lethal substance, in this case, a licensed drug, servers are required to take reasonable precautions to ensure that their product isn't sold indiscriminately.

"But how can I be held responsible for serving intoxicated patrons if they don't look that way?"

Servers aren't expected to be mind readers. They aren't responsible for observing the invisible, but they are prohibited from serving customers who are visibly intoxicated, in other words, whose intoxication can be observed. In some instances, a reasonable effort to ascertain a customer's condition may require talking to the customer to try and elicit signs of intoxication. What the law is requiring is that servers make a reasonable effort to determine a customer's condition before continuing service.

"What am I supposed to do if someone gets drunk at my place and wants to leave? I can't keep him here, but if he gets in an accident I am liable for it."

This is a common misunderstanding of dram shop, common, and alcoholic beverage control law. In most states or municipalities, the law does not hold establishments liable for people who leave the establishment intoxicated--only those who were served while they were visibly intoxicated. It is the service of alcohol to intoxicated and underage patrons that makes establishments liable for third-party suits, not their mere presence.

"It doesn't matter what you do. If someone has been in your place and gets into an accident, they'll come after you because you have insurance."

There is, of course, no way that establishments can become immune to lawsuits, or even damage assessments. However, in the overwhelming majority of successful suits, plaintiffs have presented undisputed evidence that underage or intoxicated patrons were served alcohol. Try to emphasize that the best protection establishments have against successful lawsuits is to see that everyone on the serving staff acts responsibly.

MODULE 3 PREVENTION

TIME: Servers and Managers: 45 Minutes

PURPOSE: The purpose of this module is to motivate and enable servers to intervene in the drinking and driving of patrons.

OBJECTIVES

Performance Objectives--Servers will intervene to prevent patrons from drinking to the point of intoxication by regulating service of alcohol and encouraging alternatives to drinking.

Knowledge Objectives--Managers and servers will know:

1. The importance of early server intervention in preventing patrons from overdrinking.
2. Methods for slowing alcohol service to customers who are showing signs of overdrinking.
3. Methods of getting patrons to accept alternatives to alcohol, including non-alcoholic beverages, food, and participation in activities.
4. The importance of leaving the initiative in the purchase of alcoholic beverages entirely to patrons (i.e., not pushing drinks).

Skill Objectives--Managers and servers will possess the decision-making skills needed to select intervention techniques appropriate to any drinking situation.

Attitude Objectives--Managers and servers will believe:

1. That servers are responsible for seeing to it that patrons do not become intoxicated through their service of alcohol.
2. That it is possible to intervene in drinking to prevent intoxication without antagonizing patrons or risking the loss of tips.
3. That the earlier the servers intervene, the more successful will be the intervention.

ACTIVITIES--Two activities will make up this module:

Presentation: A 22-1/2 minute video program, "Preventing Intoxication," describing various approaches servers can take to prevent customers from becoming intoxicated.

Discussion: A 22-minute instructor-moderator discussion about potential obstacles to server intervention.

LESSON PLAN

Video Presentation: 22-1/2 Minutes

Put on the video presentation, "Preventing Intoxication."

Discussion: 22 Minutes

Following the presentation, moderate a discussion of preventative techniques. This discussion should address the various things servers can do to keep their customers from becoming intoxicated. It should stimulate thinking about practical approaches to their work situation as well as allay their fears about any negative consequences of using them. If necessary, use the following question to prompt discussion:

"Which of these techniques do you use, or think you can use in preventing intoxication among your patrons?"

Some issues that may be raised are:

"On a busy night, I don't have the time to check up on individual customers..."

This is a little like a doctor saying he doesn't have time to do a diagnosis before prescribing a drug. Alcohol can be as dangerous as any other drug. So that is why a license is required to sell it. A license to dispense alcohol carries with it the obligation to see that it is dispensed responsibly. Checking up on customers is part of responsible alcohol service; it goes with the job. Generally speaking, keeping track of drinks, and interacting with customers to collect signs of impairment require very little time.

"The more drinks I serve the higher my tip is..."

How much do drunken customers usually tip, particularly if they end up getting cut off? Some don't tip at all. And isn't a check which consists of food orders and alcohol just as good as a check with just alcohol? Customers can run equally as high tabs by ordering food as drinks.

"But even if I want to push alternatives, the managers want us to push Booze..."

Direct your attention to the managers in the audience. Ask them how much they make from customers who quickly become intoxicated... And how much money can be gained from pushing food service and alternatives to alcohol. Profits are profits, what's the difference where they come.

But getting involved in a costly lawsuit doesn't make good business sense. In the short-term it may work, but sooner or later, the odds being what they are, a customer is going to get drunk and go out and kill somebody, and it's going to mean financial losses for the bar or restaurant, bad publicity, and a possible loss or suspension of license.

"I can only offer customers what management provides, and they don't provide---"

Many of the suggested prevention activities will require changes in management policies concerning beverages, food, closing hours, and so on. This is why servers and managers should be taught in the same class, particularly if they come from the same establishment. Issues can be referred to the managers, who will often agree to make the necessary changes, or to seek authority from owners who do.

The instructor should also raise the question of what constitutes a drink. In the video, the point is made that with four drinks in their system, a patron will reach the legal level of intoxication.

What's a drink and in whose system?

To put it simply, not all drinks are created equal. Generally, it is assumed that a mixed drink, an eight ounce glass of beer and a four ounce glass of wine all have approximately the same alcoholic content, 1/2 ounce. But in reality, different types of beer, wine and mixed drinks have varying amounts of alcohol. For example, when it comes to mixed drinks, some contain more than one type of alcohol.

| <u>Long Island Iced Tea</u> | <u>Zombie</u> | <u>Kamikaze</u> |
|-----------------------------|----------------|-----------------|
| Vodka | Light Rum | Rum |
| Gin | Dark Rum | Triple Sec |
| Rum | 151 Rum | |
| Tequila | Mt. Gay Rum | |
| Triple Sec | Myers Dark Rum | |

Some mixed drinks consists of more than a 1/2 ounce of the same type of alcohol, such as a Double Brandy, Rum, Gin, Vodka or Whiskey. Consequently, a so-called standard drink may contain from .35 to 1.20 ounces of alcohol depending upon its content.

If handouts are used, refer to Appendix H-1, Alcohol Content of Various Alcoholic Beverages.

Whose System?

Gender also has an affect on BAC. The BACs of men and women consuming the same amount of alcohol often differ widely. This is attributed to the fact that men traditionally weigh more than women, and therefore have a greater amount of body water with which to dilute the alcohol. But men also have a higher percent of muscular tissue and a lower percentage of body fat than do women. Muscle has a higher water content than fat and is thus able to absorb and dilute alcohol, while fat cannot. Since women generally have a greater percentage of fat than men, they are less able to absorb the alcohol consumed.

If handouts are used, see Appendix H-2, BACs Resulting From Single Drinks For Male And Female Drinkers.

MODULE 4 INTERVENTION

TIME: 1 Hour

PURPOSE: The purpose of this module is to motivate and enable managers and servers to intervene in the drinking and driving of patrons.

OBJECTIVES

Performance Objectives--Managers will:

1. Terminate service to intoxicated patrons.
2. Prevent intoxicated patrons from driving.
3. Obtain necessary enforcement and medical assistance in dealing with intoxicated patrons.

Knowledge Objectives--Managers and, when necessary, servers will know:

1. Techniques for terminating service to patrons.
2. Techniques for deterring intoxicated patrons from driving.
3. The legal and moral responsibilities to prevent patrons from becoming intoxicated, and to prevent intoxicated patrons from driving.
4. Transportation and accommodations available to intoxicated patrons.

Attitude Objectives--Managers and servers will believe:

1. That they have the moral and legal obligation to terminate service to intoxicated patrons and to prevent intoxicated patrons from attempting to drive.
2. That their efforts to intervene in the drinking and driving of patrons will be successful.
3. That intoxicated patrons will resist attempts to terminate service and to prevent them from driving.
4. That intervention in the drinking and driving of intoxicated patrons is a sign of "professionalism" in management of alcohol services.

ACTIVITIES

Presentation: A 16 minute video program "Intervening With Intoxicated Patrons," describing approaches to manager intervention in and termination of service.

Discussion: A 44 minute instructor-moderated discussion about manager experience in terminating service and possible future strategies.

LESSON PLAN

Video Presentation: 16 Minutes

Put on the video presentation, "Intervening With Intoxicated Patrons."

Discussion: 44 Minutes

Following the presentation, moderate a discussion to give servers and managers an opportunity to relate their experiences in intervention and the responses they receive from their customers. It's important to acknowledge from the start that customers will not always appreciate their effort. They may on occasion become insulting and combative. Still, the law, social responsibility, and good business requires that they intervene.

If necessary, use the following question to initiate the discussion:

What kind of problems will you encounter in cutting off intoxicated patrons?

Some of the issues that may arise are:

"What do you do when you go to cut off some VIP ("regular", vice president, friend of the owner, city official, etc.) and the boss tells you to shut up and give him what he wants?"

First of all, serving alcohol to an intoxicated patron is a violation of the law. Managers who request employees to do so are themselves breaking the law. Servers should treat such a request as they would any other invitation to violate or skirt the law. While employees who refuse to go along with the request may face dismissal, it's unlikely. Managers who are really determined to serve an intoxicated customer can do so themselves.

Where managers/owners and servers are attending the same program, the discussion can provide an avenue of communication. Some managers only become aware of the problem during the discussion (or so they claim), and few will ever openly endorse the practice of serving intoxicated VIP's.

"What do you say to a group that has paid a flat rate for an open bar? Aren't they entitled to all the alcohol they want?"

Serving intoxicated patrons is illegal, whether they pay a flat rate or are paying by the drink. Should an accident occur, the serving establishment rather than the host is liable (assuming the state has dram shop laws or precedents). Many organizations hold their parties at public service establishments specifically to avoid liability.

As a courtesy, the host should be consulted before service to any patron is terminated. Some hosts will be willing to intervene. Others will take a "that's why I'm paying you" attitude. To avoid misunderstanding, the serving establishment should make clear its intent to terminate service to intoxicated patrons at the time the function is arranged.

"What do you do about people who buy drinks for intoxicated or underage patrons? We can't be responsible for that."

In most states or localities, the law will hold servers responsible if they know, or could know, that such a practice is going on. If an underage or intoxicated patron is at a table where alcohol is being served, servers have a responsibility to keep an eye on them. If they observe, or have reason to believe that alcohol is reaching the wrong person, they should warn the patrons that service to the entire table could be terminated--and follow through if necessary.

MODULE 5 PRACTICE

TIME: 1 and 1/2 Hours

PURPOSE: The purpose of this module is to give managers practice intervening in the drinking and driving of patrons.

OBJECTIVES:

Performance Objectives--On the basis of instruction provided by this module managers will:

1. Develop effective strategies for intervening in their patrons drinking and driving.
2. Obtain necessary information on transportation, hotel, enforcement and medical assistance in dealing with intoxicated patrons.

Knowledge Objectives-- Managers will know:

1. Techniques for terminating service to patrons.
2. Techniques for deterring intoxicated patrons from driving.
3. Transportation and accommodations available to intoxicated patrons.

Skill Objectives-- Managers will possess the social skills needed to terminate service to intoxicated patrons and to prevent intoxicated patrons from driving.

Attitude Objectives-- Managers will believe:

1. That they are obligated to terminate service to intoxicated patrons and to prevent them from driving.
2. That their efforts to intervene will be successful.
3. That intoxicated patrons will probably resist attempts to terminate service or prevent them from driving.
4. That intervention is a sign of "professionalism" in management of alcohol services.

ACTIVITIES

Two types of activity will make up this module:

Role Plays: A set of exercises giving participants an opportunity to act out real-life intervention situations.

Discussion: Short discussions following each role play to assess the effectiveness of the particular strategy acted out.

LESSON PLAN

Introduction: 5 Minutes

Introduce the role playing exercises. Explain that participants will act out a series of drinking situations requiring intervention by managers. In each role play, the parts of manager, drinker, and, occasionally other patrons will be played by participants.

There are 9 scenarios. Time will permit about 6-8 exercises and discussion. Before beginning the first role-play, explain the purpose and goals of this exercise.

"As professional servers, you have your own ways of handling intoxicated patrons. You have experience in intervening in your customers' drinking and driving--experience that's well worth sharing with your colleagues.

"That's the point of role playing. By acting out realistic drinking scenarios--the kinds of situations you face everyday, you'll have an opportunity to take a closer look at your strategies for intervention. Playing roles provides you with a chance to test out your approach and to compare it with others in your group.

"Believe it or not, simply by comparing notes you may wind up improving your routine, much to everyone's benefit.

"So take advantage, act out your part as manager or patron as realistically as you can. When you're playing the intoxicated patron, don't give in too easily--your customers probably don't.

"You'll have about five minutes for each role play, about the time you could afford to take in a real serving establishment. So use the time effectively. Each role play should be a point for discussion. Examine the manager/actor's handling of the situation, what alternatives were available, and what can be improved in his or her technique.

"Take these exercises seriously. This group has many many years of experience in dealing with troublesome patrons. So take advantage of it.

Role-Playing: 1 hour and 20 minutes

Instructions

Instruct the participants to carry out the exercises as follows:

- o Take turns playing the roles of manager and drinker.
- o Play each scene as realistically as possible. Drinkers should not make it easy for the manager.
- o Each exercise should last about five minutes. Don't let any one exercise drag on. (They couldn't afford to do so in a real serving establishment.)
- o After each exercise, discuss the manager's performance, including how well the situation was handled, what alternatives the manager could have employed and how realistic the whole exercise was.
- o Stress the importance of maintaining a serious attitude toward the exercises. The purpose is to enable the participants to gain skill and confidence in handling tough situations. This won't happen unless they take the exercises seriously.

Scenarios

Introduce each role-playing exercise by presenting a scenario. Scenarios are provided for the following commonly encountered situations:

Solitary Regular--A regular customer drinking alone

Solitary Stranger--A new customer drinking alone

Totally Impaired Group--A group, all of whom are impaired

Partially Impaired Group--A group, some of whom are impaired

Impaired Individual: Group--One impaired individual in a group of otherwise sober patrons

Intoxicated Couple--A couple, both partners intoxicated

Intoxicated Individual: Couple--An intoxicated couple, with only one partner impaired

Open Bar--An intoxicated patron in a group served by an open bar

Valet Parking--An intoxicated patron attempting to reclaim a vehicle from valet parking

Scenarios are provided in two forms:

Oral Role-Plays--The scenarios to be presented orally by the instructor. They follow these role-play instructions.

Written Role-Plays--The scenarios to be distributed in written form are included in the Appendix.

Use of oral role-plays minimizes paper work and allows instructors to modify scenarios to meet local conditions. It also allows participants to use their own names.

The written scenarios relieve the instructor of having to describe situations and allows scenarios to be presented in more detail than is practical in an oral presentation.

Critique

After each role-playing exercise has been completed, the group will critique the performance of the manager, pointing out things that the manager did well and ways in which the intervention might have been improved.

See that the critique addresses such questions as:

- o Was the best form of intervention employed?
- o Were there alternative approaches that would have been acceptable?
- o Did the manager do everything possible to keep the intoxicated patron from driving drunk?
- o How realistic or workable would the intervention be under normal circumstances?

Problems

Some participants may resist participation on the ground that "I already know how to deal with drunks--I've been doing it for years," or "I can handle drunks; I just can't do role plays." Point out that their participation in exercises is not intended solely for their own benefit but to help the group work out strategies. This cannot happen unless everyone participates. Our role playing exercises will be no problem if they treat it just as they would an actual drinking situation, and really "get into" the activity.

Despite their "experience," one or more participants may do a poor job of intervening. Such participants should be given an opportunity, and required to participate as a manager the second time, even though it may extend the role playing session beyond the time allocated. They will almost invariably do a better job the second time.

ORAL ROLE-PLAYS

SCENARIO 1 / SOLITARY REGULAR

Scene--Solitary Stranger

It's often more difficult to deal with regulars than new patrons, and tonight there's one that needs dealing with. The patron has had quite a few drinks and begins to get nasty.

Characters

Regular customer

Manager

Discussion Points

- A. Would it be better to take the customer aside and intervene, or handle the situation right at the bar?
- B. What is the customer's history with regard to overdrinking and becoming violent? What is the patron's current level of intoxication?
- C. Would your intervening at the bar cause the patron unnecessary embarrassment?
- D. Should the patron be allowed to leave the establishment?

SCENARIO 2 / SOLITARY STRANGER

Scene

It's always hairy when somebody comes in you've never seen before, drinks like a fish and you have to cut them off...Tonight, you've got one guy at the bar that must have had a little something before the bartender served him because he's well on his way and he's only had three drinks in the last hour. Like it or not, you've got to cut him off.

Characters

Solitary stranger

Manager

Discussion Points

- A. Would it be better to handle the situation right at the bar or to take the customer aside?
- B. Should the patron be allowed to leave in this condition?

SCENARIO 3 / TOTALLY IMPAIRED GROUP

Scene--Totally Impaired Group

July 4th always involves a lot of celebrating. Tonight, is no exception. There's a group in the bar celebrating as if there was no tomorrow. There's one person who appears to be the spiritual leader. Whatever the approach; service has to be terminated.

Characters

"Spiritual Leader"

Manager

Group of friends

Discussion Points

- A. Should you take the "spiritual leader" aside and explain the situation? Should you approach the group as a whole?
- B. What and how should you go about alternative transportation as there is no one capable of driving? Should you try and stall for time?
- C. What can you do to minimize the probability of a disturbance occurring?

SCENARIO 4 / PARTIALLY IMPAIRED GROUP

Scene--Partially Impaired

Tables often consist of a mixed bag of customers, some who are slightly impaired, and others who are visibly intoxicated. This table, seems to have a pretty even split between the two. Even though some are still sober, several have reached the point of intoxication.

Characters

Sober customers

Impaired customers

Manager

Discussion Points

- A. Should you try and take one of the sober customers aside, or deal with them on the scene? Should you deal with the whole group rather than try handling the situation one-on-one?
- B. If you enlist the sober person's support, can they be counted on to drive the rest of the group home? Is alternative transportation necessary?

SCENARIO 5 / IMPAIRED INDIVIDUAL: GROUP

Scene--Impaired Patron In Sober Group

There's a table where one customer is impaired while the others are relatively sober. Service must be terminated, but to whom?

Characters

Sober customers

Intoxicated customer

Manager

Discussion Points

- A. Should you take a sober customer aside first and explain the situation, and then approach the entire group? Should you take the intoxicated customer aside first and explain the situation, then address the group? Or should you simply approach the group?
- B. Should you terminate service to the entire group in order to assure that the intoxicated customer no longer drinks?
- C. Should you suggest that one of the sober customers drives the intoxicated patron home? Should you offer a free cab fare in order to ensure that the intoxicated customer doesn't drive?

SCENARIO 6 / INTOXICATED COUPLE

Scene--Intoxicated Couple

There's a couple who seem to be displaying visible signs of intoxication. Neither one is capable of driving. Service must be terminated.

Characters

Couple

Manager

Discussion Points

- A. Should you find some pretense to get the couple in the lobby, or one partner, to explain the situation? Should you approach the table?
- B. Should you try and keep them in the restaurant, offer them free food, drinks, etc., or should you approach the subject of a safe ride home?
- C. If they make a disturbance or want to leave, how far are you prepared to go to ensure that they don't drive home?

SCENARIO 7 / INTOXICATED INDIVIDUAL: COUPLE

Scene--Intoxicated Individual in Couple

There's a table in which one partner in the couple is impaired and the other is relatively sober. The sober one wants to leave but is having problems convincing the other that it's time to go. It's clear intervention is in order.

Characters

Couple

Manager

Discussion Points

- A. Should you find some pretense to get the sober person aside and explain the situation, or approach the table? Should you take the impaired customer aside?
- B. How can you minimize any disturbance that may occur?
- C. How should you approach the subject of who's going to drive home? Should you offer free cab fare?

SCENARIO 8 / OPEN BAR

Scene--Open Bar

This wedding has three open bars and one usher who is taking advantage of all of them. One of the bartenders becomes concerned. The host (father of the bride) and the best man seem to be quite sober.

Characters

Best man
Host
Intoxicated usher
Manager

Discussion Points

- A. Who should you take aside first, the drunk usher, sober best man, or concerned host? Whose support would be most useful under the circumstances?
- B. How should you deal with alerting the other bartenders that he's not to be served?
- C. Should you alert the best man to the situation and let him take it in hand?

SCENARIO 9 / VALET PARKING

Scene

Your parking attendant has alerted you that a customer has requested his car who seems to be in no shape to drive. You now have to take control of the situation to ensure that your patron does not drive home.

Characters

Intoxicated patron

Manager

Discussion Points

- A. How and where should you approach the patron?
 1. Assume the patron is alone
 2. Assume he's in the company of someone else who can drive
- B. What happens if the patron insists on your relinquishing his car keys? How far are you willing to go to make sure he doesn't drive?
- C. How can you minimize the probability of a disturbance occurring?

MODULE 6 RESPONSIBLE ALCOHOL SERVICE POLICY

TIME: One Hour

PURPOSE: To enable managers of drinking establishments to institute business practices that will foster responsible alcohol service.

OBJECTIVES

Performance Objectives:--On the basis of instruction in this module, managers will:

Institute practices for responsible serving of alcohol, including checking I.D.s, establishing hours of service and intervening in drinking and driving.

Establish responsible marketing practices, including promoting food and non-alcoholic beverages, activities that discourage excessive drinking and not promoting those that encourage excessive drinking.

Institute personnel management practices to foster responsible alcohol service, including supervision of servers and supporting server intervention.

ACTIVITIES

This module is structured around a discussion of policy dealing with:

- Alcohol Service
- Marketing
- Customer Services
- Personnel
- Community Relations

The purpose of this module is to maximize the likelihood that managers will attempt to institute more responsible alcohol policy in their establishments by giving them an opportunity to formulate policies with the help of other managers. While some of the managers may not be in a position to establish policy, all should at least attempt to influence policy.

Introduction

What servers do to achieve responsible alcohol service depends greatly on the policy of the establishment in which they work. Policy determines:

- What they can do
- What they can't do
- What they must do

Managers must bring about changes in policy governing each area of responsible alcohol service if they expect anything to occur. In this session, managers will be asked to fill out the Beverage Policy

Questionnaire. This survey, which appears in the Appendix, should help them to focus on their own policies and areas which may warrant change. No attempt will be made to write actual policy--that is an individual matter. The objective here is to generate ideas on what policy is needed.

After the questionnaire has been completed, the instructor should review the results. Beginning with Beverage Service, the instructor should question the class as to their response to each item, allowing a few minutes for each area. The discussion should revolve around the actual responses and any policies which managers feel are in need of change.

The instructor should ask the participants why they feel a particular policy should be changed, and in what direction.

The following items should be covered:

Beverage Service

1. Reduced drink prices at Happy Hour
2. Drinks with more than 2 ounces of alcohol
3. Selling doubles or triples
4. Prohibitions on selling multiple drinks late at night
5. Prohibitions on selling drinks in rounds
6. Checking with patrons receiving complimentary drink before serving it
7. Closing bar an hour early
8. Last Calls
9. Payment after every round
10. A 15% service charge on all tabs
11. Serving patrons a second drink before they've finished the first

Non-Alcoholic Beverages

12. Availability of non-alcoholic beers or wine
13. Advertisements for non-alcoholic beverages or mocktails
14. Free coffee late at night
15. Free non-alcoholic drinks to "designated drivers"
16. Free non-alcoholic drinks to customers who have been drinking

Food Service

17. Free or discount food during Happy Hour
18. Table snacks at all times
19. Table snacks at certain hours
20. Light food service anywhere alcohol is served

Identification

21. ID checks of patrons under 25
22. Questionable cases referred to manager
23. Patrons required to verify in writing that IDs were checked
24. Equipment to detect fake IDs
25. Restricting minors from areas where alcohol is served
26. Prohibiting service to adults who give minors alcoholic drinks

Personnel Management

27. Prohibiting employees from serving intoxicated or underage patrons
28. Disciplining or firing employees for serving intoxicated or underage patrons
29. Training servers in responsible beverage service practices and policies
30. Clear and uniform penalties for violating beverage service policy
31. Manager support for server intervention efforts
32. Server protection from managers' orders to serve alcoholic beverages to intoxicated patrons

MODULE 7 TRAINING

TIME: 1/2 Hour

PURPOSE: The purpose of this module is to help prospective instructors to administer the Program of Responsible Alcohol Service.

OBJECTIVES

Performance Objectives--On the basis of instruction provided by this module, prospective instructors will be able to use this guide to administer the Program of Responsible Alcohol Service effectively.

Knowledge Objectives--On the basis of instruction provided in this module, participants will know:

1. The contents of this guide, and how to use them in administering the course effectively
2. Where to find and how to obtain materials used in the course
3. Key instructional elements of each module

This module is not intended to assist participants to develop skill in giving instruction. Such an undertaking would require far more time than can be allocated to this program. It is assumed that participants who are expected to become instructors will have prior training experience. Pilot testing of the program showed that qualified instructors can administer the course effectively with no more than a copy of this guide and prior participation in the course.

ACTIVITIES--This module consists entirely of a module-by-module review of the guide.

LESSON PLAN

Hand out copies of this guide to participants who are prospective instructors. It is best to withhold copies of the guide until this module in order to (1) prevent participants from reading the guide instead of participating in the preceding modules, (2) avoid arousing the curiosity of those participants who are not instructors and do not have copies of the guide, and (3) allow prospective instructors to experience the course as participants in order to gain the participants' perspective.

Introduction

Review with participants the introductory section of the guide, including the following:

- o Objectives
- o Modules and courses
- o Videotape presentations
- o Discussion and practice methods
- o General suggestions for instructions

Module 1 - Emphasize the following aspects of this module:

Overview

This module is intended both as an "awareness" program for owners and as an introductory module for servers and managers

- o No attempt should be made at this point to get involved in substantive matters; that is the objective of the course itself.
- o There should be no effort to defend the concept of server liability at this point. Module 2 will focus upon this subject.

Module 2 - Need for Responsible Alcohol Service

The primary objective of this module is to convince participants that serving establishments are both legally and morally responsible for preventing patrons from leaving their establishments in an intoxicated condition. Many participants tend to view themselves as victims of an attempt by the public to blame them for the actions of drunks. The points to emphasize are:

- o It is not drunks but their innocent victims that are the objects of public concern.
- o Servers are not being held responsible for the actions of drunks, but rather their own action in violating laws against serving alcohol to minors or those who are visibly intoxicated.
- o Alcohol is a drug. A license to sell it carries with it responsibility for making sure it is done in a way that protects the public from harm.

Module 3 - Prevention

The purpose of this module is to acquaint servers with ways of preventing patrons from becoming intoxicated. Key points are:

- o It is better to keep patrons from becoming intoxicated than to try and deal with them afterwards.

- o The sooner one intervenes the easier and more successful will be the intervention.
- o Preventing intoxication can be handled without a loss of revenue or tips by promoting such alternatives as food and non-alcoholic beverages.

Module 4 - Intervention

The purpose of this module is to acquaint participants with the importance of and strategies for keeping intoxicated patrons from drinking and driving.

Most participants will have had experience in dealing with intoxicated patrons. Instruction in this module is intended to improve their technique and thereby make them both more effective and more comfortable. Points to emphasize are:

- o Servers should avoid serving drinks to, and report to managers, any patrons who appear to be intoxicated.
- o Managers must take seriously and follow up on any reports by servers on intoxicated patrons.
- o Managers must avoid asking servers to provide service to patrons that the servers believe to be intoxicated.
- o Regardless of what techniques managers use in dealing with intoxicated patrons, they must not provide further alcohol service, or let other patrons provide it.
- o Managers must do all that is humanly possible to keep intoxicated patrons from driving.

Module 5 - Practice

The purpose of this module is to let participants practice intervening in drinking and driving situations in order to (1) refine intervention strategies, (2) develop strategies for special situations, and (3) gain skill and confidence in intervention.

Most of the participants will have had experience in intervention and will have developed their own ways of handling it. This means they have experiences and approaches to share with others. Points to emphasize are:

- o The importance of participants taking the exercises seriously and carrying them out as seriously as possible. Otherwise, they will be a waste of time.
- o Discussions following the exercises are as important, if not more important, than the exercises themselves. All participants should contribute to the discussion.

Module 6 - Responsible Alcohol Service Policy

The purpose of this module is to allow managers to work out, as a group, a set of responsible alcohol service policies that they can take back to their individual establishments. Emphasize the following points:

- o Policy is extremely important in that it determines what servers can, cannot, and must do in providing alcohol service.
- o Participants should examine all of the elements of responsible alcohol service discussed in the course and identify those that should be covered by policy.
- o The objective of this discussion will be to generate ideas, not actual written policy.

**APPENDIX A
RESPONSIBLE ALCOHOL SERVICE**

Videotape Script

A typical Friday night: people enjoying their favorite watering hole:

Friendly service
Friendly management
A Good Time

Ever wonder what happens after they walk out your door?

Too often they never make it home. Over the past ten years, drunk driving accidents claimed an average of 25,000 lives a year, and have caused over 700,000 serious injuries.

Figures show that almost half of the drunk drivers involved in accidents come from a bar or a restaurant.

These places don't cause accidents.

But as good hosts, we in the hospitality industry have an obligation to protect our guests.

Hello. My name is Stan. I've tended bars, managed them, and now I own and manage this one. I've never had to be threatened with a lawsuit to realize how important it is to keep people from leaving my place impaired.

That's not just a social and moral obligation--it's the law. And breaking it can mean losing your liquor license.

In most states, the law also holds servers of alcohol responsible for any damage caused by people who have too much to drink.

Those damages can be enormous when some innocent person is killed, hurt or put out of commission for a long time.

There's nothing wrong with alcohol in moderation. If there were, I wouldn't sell it. It helps people loosen up and enjoy themselves. That's why people come here. But, when people drink too much, they aren't much fun to be around, and they can spoil an otherwise enjoyable time.

But, it's their getting behind the wheel that scares me. I've read about what alcohol does to driving.

First thing that goes is judgment. People take chances they would never take otherwise.

And worst of all--they don't even realize it. They think they're doing great. But they aren't.

Studies show that people who've had too much to drink lose their ability to control the car, and to concentrate on what's going on around them. That's why so many people get smashed up every year by drivers who are drunk. But not drivers from my place.

Listen, I'm no crusader. I run a bar, and I'm out to make a buck the same as the next guy.

But, I like to sleep at night. And I found I couldn't do it worrying about whether some guy who left my place feeling no pain managed to get home in one piece.

So we all took part in a server education program. My waiters and waitresses, my managers, and myself. We learned about practical ways to prevent customers from becoming intoxicated, and to keep those who are from driving.

It's really just a matter of being responsible, of keeping things under control. I have my people keep an eye on their customers. It's not hard to do if you're serving them.

First, I have them keep track of drinks. It's easy -- particularly when they're keeping a running tab.

Of course, you can't rely on that completely; some people start drinking before they get here.

Physical appearance is often a tip-off. This guy was cool as a cucumber until a few minutes ago.

And we watch what people do, how well they handle their liquor.

We watch the way they act. We try to spot the ones who seem:

particularly high,

or particularly low.

We talk a lot to our customers. It is not just because we're friendly. It also helps us tell how people are doing (voice of customer mixing up words).

We don't necessarily cut people off just because they begin acting up a little. But we do keep an eye on them and do what we need to to keep things under control.

We just try to slow things down. Our people are pretty good at that.

We push food--

from snacks

to sandwiches

and non-alcoholic drinks, like soft drinks.

There are less obvious ways of slowing things down. For one, we won't bring another round until everybody is finished. In fact, we don't even show up to take the order.

Unfortunately, the subtle approach doesn't always work. Once in a while we simply have to cut somebody off.

My people are under strict orders not to serve anyone who shows signs of impairment. It's unfriendly, unsafe, illegal, and it could cost me a bundle.

If any of our customers appears to be impaired, our servers are told to go to the manager on duty and point out who they are. I don't want my waiters or waitresses to do the cutting off. They haven't been trained for it: our managers have.

The manager then goes over to the customer and looks the situation over.

Nancy's our night manager. She calls him aside and explains that we can't serve him because he shows signs of impairment. We don't call him a drunk--that's a put-down.

Nancy

"Look, it's against the law to serve someone who shows signs of impairment and we could lose our license if we do.

Stan O/C

We don't push them out the door, not if they are too drunk to drive. We try to buy some time by offering them a cup of coffee or a soda. Then we try to get them to order some food.

Some will want to leave anyway and that's their right. But, we do our best to make sure they don't drive.

If he's with friends, my managers will try to get one of them to drive him home. If he's alone, they try to get him to take a cab. Some of the local bar owners got together and worked out a discount deal with a local cab company that was hurting for late-night business. Once in a while, I'll let one of our bartenders or waiters take a good customer home. I even do this for customers who walked to my place--ever since I learned that the majority of pedestrians killed late at night have alcohol in their systems.

I wish I could say that everyone appreciates our efforts. The fact is a lot of them don't take real kindly to being cut off. I expect that; look, they're bombed and I'm sober. But what I will say is that no one has ever come back to complain about it. I've even got a few thank-you's. That's not what I'm looking for; I'm just glad they come back.

Stan O/C

I know some of you are thinking -- "Maybe you can afford to drive away business, but I can't." Well, let me ask you,

"Is this really the kind of business you want?"

I don't have any way of proving it, but I'm convinced that over the long haul, drunk customers drive away more business than they account for. That's why we don't even let drunks in the door.

We keep a nice friendly atmosphere here. I haven't had to break up a fight in over a year. Fortunately, most of the other owners feel like I do. I know, because we went into this server education program together.

Most of the people who come to my place know that once they've had too much to drink, there's no point in leaving and going any place else because nobody's going to serve them.

We like to think we deliver hospitality. We're selling a good time. Getting bombed out of your mind is just not our idea of a great evening.

At Happy Hour, we have free hors d'ouvres rather than free drinks. I've never really believed that you make money by giving drinks away anyhow. In our Happy Hour, people may not drink as fast, but they stay longer.

We also sell a lot of non-alcoholic drinks; we don't want people to feel uncomfortable just because they don't like to drink.

Our policy may have cost us a customer or two. But it hasn't cost us any of our regulars and our business sure hasn't fallen off.

I feel good about what we are doing and I think my staff does too. It's nice to work in a place where everyone is having a good time. We aim to keep it that way.

APPENDIX B
"NEED FOR RESPONSIBLE SERVICE"
Videotape Script

Kit

I can't remember what my first thoughts were except the total shock of knowing what was about to happen. I don't remember the crash at all, only the sounds of the metal being crushed and the glass breaking. And I don't remember when my neck broke or anything until the car came to a complete stop.

V/O

It stopped on a rural Connecticut road at 11:30 p.m., April 14, 1981. Kit Pardee had been driving home from a friend's house when she was struck by a drunk driver.

Kit

The first thing that I realized was that I was on the floor of the car on the passenger side. My head was in my lap. I couldn't pick it up or move anything. I was in a lot of pain, I was in shock and it was very hard to breathe. The moments were ticking by and I realized that if I didn't try to control my thoughts and my reactions to them, I'd die.

V/O

Kit lived, but that crash changed her life completely. In one instant, she went from being an active 25-year-old woman to being a quadriplegic.

Kit

I've been an athlete all of my life. Being involved in sports and athletic activities you have capabilities that other people don't have, you're healthier most of the time than most people. Making a very radical transition from an active vigorous life to a wheelchair means going from one in which your day may have encompassed skiing or softball, to one where it may encompass only typing a letter or picking up the phone.

V/O

That transition involved a 15 month hospital stay, 9 of them with her head immobilized in a halo brace, to help her spinal column heal back together.

Kit

That first feeling is of total disorientation to people and places and events. You count time in terms of day shifts and night shifts, when meals come.

V/O

But the man who crippled Kit wasn't counting time. He'd walked away from the crash virtually unscathed. His evening had started out innocently enough. He had simply gone to a bar to celebrate a friend's birthday with a group of people from work. He'd arrived there around 5:00 p.m., sat drinking for the next six hours, then drove home.

Kit

Well, I knew that place. It was located on the road on the way to my house. I'd seen it many times. I could tell it was a gathering place, a place people hung out at for hours at a time. They didn't do any other kind of business. It was strictly a bar. It's the kind of place most people would consider a watering hole.

V/O

But it wasn't just any watering hole, it was the one whose irresponsibility left Kit Pardee in a wheelchair for the rest of her life.

Kit

I've thought about it many times, where I'd be today if things had been different that night at the bar...if the people serving him had confronted him, or his friends, had called the police, or a taxi or simply taken his keys away. I know that I wouldn't be here today.

V/O

But Kit is here today, and nothing can undo the damage that's been done to her, or give her the kinds of experiences she will now never have.

Kit

I was 25 when the accident happened and I'm 30 today. And in looking back on the time that's passed, I realize that there are many things that would have happened that would have caused my life to take a turn here or there... things that I would have done and places I would have seen.

It's upsetting to me the loss of potential, not just in the time that's passed, but in the time ahead of me. That there will always be things I'll miss out on.

V/O

One thing Kit won't miss is the opportunity to use her experience to help prevent others from having to go through the same.

Kit

We've got to get beyond the back slapping and ridicule people make of people who get too loaded to drive. There's got to be direct intervention to take the situation in hand, to make sure that people who are unable to drive, don't.

I don't think people in the situation themselves are incapable of making a sound judgment. They're under the influence, their friends usually are, and there are always personal relationships to take into account, in terms of getting involved in what another person's doing. The owner has to take charge and make sure that the person doesn't leave and become a hazard, or the server.

V/O

To Kit Pardee, there are plenty of things drinking establishments should do to try and protect the public and their own patrons from drinking and driving.

Kit

I realize that people sell alcohol to make a living, but there comes a point where a substance like alcohol causes people to become a threat to other people. If servers could see things from my point of view and see how this has affected my life, all for a few drinks, all for one person's night of entertainment--that's a very unequal tradeoff what I've paid for that.

V/O

Kit Pardee is just one of thousands of Americans who pay with their lives every year. That was Kit's story, but not hers alone. Last year 700,000 serious injuries occurred as a result of alcohol-related crashes, and 25,000 Americans died because of them.

For Americans under the age of 35, such crashes are the leading cause of death and injury.

And for pedestrians killed in accidents, alcohol is a factor half of the time.

Statistics clearly show that alcohol is the leading factor in fatal crashes, and it's easy to see why.

Alcohol is a drug, a depressant that anesthetizes the nervous system in the same way that ether or chloroform does. In spite of the initial surge of energy it gives, alcohol is not a stimulant. More sooner, than later, it depresses all bodily function.

And it does so particularly well when there's no food in the stomach to slow down its absorption. On an empty stomach, alcohol is immediately absorbed into the bloodstream. Within minutes alcohol reaches all of the body's organs, concentrating in those with the largest blood supply, most importantly, the liver and the brain.

Though some alcohol is eliminated through the breath and skin, the liver metabolizes the largest percentage of blood alcohol. No matter how quickly you may drink the liver can only metabolize about 1/2 ounce of alcohol, or one drink per hour. The rest accumulates in the bloodstream and is called the Blood Alcohol Concentration, or BAC.

BAC represents the percentage of the bloodstream composed of alcohol.

For example, in most states the legal blood alcohol limit is .1 or one tenth of a percent. For the average person it takes about 4 drinks in the system to reach this level. A small person can do so with as little as 3 drinks in their system.

But it doesn't take much to impair a person's driving ability. With about one to two drinks in the system at a BAC of .02 - .04, drivers begin to feel relaxed, overconfident. Their judgment declines. They take risks they wouldn't ordinarily take.

With 2 or 3 drinks in their system, at a BAC of 0.05 - .08, their judgment worsens. They drive erratically.

After 3 or 4 drinks in an hour's time, at a BAC of .08 - .1, drivers are intoxicated.

By now, judgment and reaction time have slowed down appreciably. Drivers see poorly and are less able to control the car. They turn too wide, drive over the white line. They can't judge clearance or the speed of approaching cars very well.

At a BAC above .1, drivers are a menace on the road. Their judgment, reaction time, vision and control have become progressively worse. They speed, swerve, and weave across the road.

And, it's estimated that between ten p.m. and two a.m. one in ten drivers is intoxicated.

Americans have begun to fight back. The anti drunk driving campaign has the message, "Don't drive drunk," everywhere,---in news articles, editorials, advertisements.

Public pressure has forced legislatures to meet the issue head-on, to pass laws that make the drunk driver pay for his irresponsibility. Laws requiring:

License suspensions for as long as 90 days for just being over the legal blood-alcohol limit.

And mandatory one day jail sentences for first offenders with higher state imposed fines, often running from \$300 to \$500.

Drunk drivers are having to accept a greater share of the financial burden for the higher police costs, the costs of the jail sentence, and the alcohol safety program.

And DWI's are paying higher legal fees, some \$1000 to \$2000 for their defense, and higher insurance premiums, some \$1000 to \$2000 again, once convicted.

Groups like Mothers Against Drunk Driving and the like are pressuring judges to come down hard on DWIs. And they're sitting in courtrooms, watching the proceedings, and calling attention to judges who go easy on drunk drivers.

Police now have more late night patrols and sobriety checkpoints.

But still, in spite of all of these efforts, the problem persists.

That's why attention has turned toward us. We can also help combat drunk driving. Half of all intoxicated drivers come from commercial establishments--establishments whose intervention efforts could mean far fewer drunks on the road.

Keeping drunk patrons off the road is a legal as well as moral responsibility.

When establishments are issued a liquor license, they accept a public trust, a legal obligation to dispense alcohol responsibly. A gun dealer wouldn't hand a drunk person a loaded weapon or sell him the bullets. Well, servers of alcohol are expected to be equally cautious in dispensing their product.

And that means not selling it to those considered to be at high risk, namely patrons who are underage or visibly intoxicated. These restrictions are part of state alcohol beverage control laws. Violating these laws can mean stiff fines. But they can also mean a lot more than that. Some establishments wind up losing their licenses and going out of business.

Still, in spite of the law, underage and visibly intoxicated patrons continue to be served. The result of such irresponsibility can be a tragic accident. Too often the victim is not the drunk driver but an innocent third party.

Who pays for the medical bills, the lost income, and the suffering of innocent people harmed by drunk drivers? The drunk drivers, of course. But what happens when they don't have enough insurance to cover all the bills?

Servers, whose irresponsible behavior helped cause the accident wind up paying. In some states there are laws that specifically allow third parties to collect damages from establishments that contributed to an accident by serving an underage or intoxicated patron. These are called "Dram Shop Laws" and they have been around since the 1800s. In many of the states that lack Dram Shop Laws, the courts have established common law under which third parties can collect.

In one case, a driver entered a tavern, by his own admission already intoxicated. Despite his condition, in a one and a half hour period, he was served a beer, a tequila, and a bourbon. After leaving the tavern, within minutes he ran a red light, struck a car, and killed the other driver. Chemical tests taken two hours later at the hospital showed his BAC to be .24 percent.

The victim's family went to court, suing the tavern, the bartender and the drunk driver. They won the case and an award of \$315,000 in actual damages. The jury also assessed \$100,000 in punitive damages against the tavern and \$10,000 against the bartender.

And since punitive damages are meant as a form of punishment, they are not covered by liability insurance. That money came out of the pockets of the tavern owner and the bartender.

A lot of tavern owners reject the idea of third party liability. Their attitude is "why should we be held responsible for the actions of drunks?"

Well, we aren't being held responsible for their actions. We are only being held responsible for our own. If we break the law and serve an underage or visibly intoxicated patron who then causes an accident, why shouldn't we help pay for it. After all, aren't we in part at fault?

Sure, drunk drivers should accept their share of the consequences. And they do. They pay stiff fines and insurance premiums, lose their licenses, go to jail. But if a drunk driver did to your loved one what he did to Kit Pardee, you'd want to lock him up and throw away the key. You'd go after the bartender and the establishment. We don't need people like that in the hospitality industry.

When it comes down to it, we're the only ones who can make sure that people don't leave our establishments intoxicated and become a danger to themselves and others. It's up to us to protect the public from an incident like what happened to Kit Pardee.

Kit

I think people are bright enough to figure out ways that everybody can win at this. I don't think anybody's got to go out of business. It can be done. I know that intelligent people can work it out. I'm counting on that.

Appendix C
PREVENTING INTOXICATION

Videotape Script

Drunk

I know they've got a cigarette machine in this place but I'll be damned if I can find it.

Bartender

Charlie, you better sit down.

Nancy

At Stan's Place that's exactly what we're trying to prevent from happening. We put a lot of emphasis on doing whatever we can to keep our customers from becoming too impaired. Not just because such patrons create disturbances and drive good customers away, but because they drive themselves away--and when they drive, they put everyone at risk, this establishment, the public, and themselves.

And we don't just intervene when customers' speech is slurred or they're stumbling across the floor. We keep our eyes open for lesser signs of impairment--signs that alcohol has begun to affect a patron's thoughts and behavior.

Here at Stan's Place, we control drinking in four ways:

- o Checking I.D.s
- o Providing alternatives to drinking
- o Monitoring patrons for signs of impairment, and
- o Slowing down service to patrons who are approaching intoxication.

Whenever our servers suspect a customer of being under age, they check the I.D. They don't just glance at it, they inspect it. They look closely to ensure that the I.D. is authentic and official, and that the I.D. belongs to the person presenting it.

Barry

We'll take four beers.

Mark

Can I see your I.D. please?

Barry

We're old enough. What's your problem? We've never been carded before. Do we look under age?

Mark

I don't know what under age looks like, that's why I've got to see your I.D.

Barry

Come on, give us a break.

Mark

Look, it's not my policy, it's the law. I could be out of a job for serving a minor. This place could lose its license.

Are you sure this is yours?

Chris

Yeah, I'm sure. That's my I.D.

Mark

O.K., well I'm gonna need to have the manager check it out.

Chris

Oh, forget it. I won't drink, that's all right.

Barry

Just make it three Lites. He'll take a Coke.

Mark

I'm sorry but he can only have his Coke in the dining room. We'd be happy to serve all of you in there. But you have to be at least 21 to be in the lounge.

Barry

This is ridiculous. Who needs this? Let's go. We don't have to be hassled to get a drink.

Nancy

Mark was right, even if they weren't too pleased about it. It's against the law to serve a minor, and checking their I.D. was the only way that he could be sure he wasn't breaking it. The fact those kids got angry only proved he was on the mark.

When you check an I.D., make sure it's genuine. People have given me everything from pool passes to credit cards. At Stan's Place, we only accept drivers' licenses as official I.D.s. Unfortunately, even those aren't always valid.

I.D.s can be altered in many ways, including replacing the original photograph and changing the basic descriptive information on the license itself. Servers should keep their eyes open for signs of tampering, erasures, mismatched type face, bumpy surfaces.

Some fake I.D.s are so well done even an expert would be hard put to spot them. Servers aren't expected to be experts, but we are expected to make a reasonable attempt to see that an I.D. is good.

Servers should look closely at the I.D. and the person presenting it to make sure they belong to each other. I look at facial structure, hair and eye color. Those things don't usually change over time. Sometimes, I'll ask customers to tell me information right off the license, like their social security number or birth date. If they can't answer those correctly, it's probably not their I.D.

Last year, we started requiring customers to sign a log saying that their I.D. had been checked. It's protection for us and them. Minors carrying fake I.D.s, when picked up, often claim that their I.D.s were never checked. By keeping a log, we can prove they were.

Stan takes this responsibility pretty seriously. He doesn't even allow minors to be in the lounge. If they got a drink from someone else, we'd still be liable. And that's too big a risk to take.

All of this effort actually helps us in the long run. The better servers become in recognizing phony I.D.s, the more they'll discourage underage business. And having fewer minors to contend with makes a server's job even easier.

Jim

That was one hell of a ball game.

Mike

Yeah, it puts us in second place. Bet we could be number one by this time next week.

Jim

You know you're right. They're not that great. We can cream those guys.

Sam

Yeah, that's next week but what do we do about the fact we're out of beer?

Mike

We get the waitress, right?

Jim

Right coach!

Suzy

What'll it be?

Mike

Another pitcher for the winning team.

Suzy

You guys hungry? We've got a really great burger!

Mike

Hey, that's not a bad idea. I suddenly realize I'm hungry. How about it?

Sam

Well, we're a team right? Come on Jimmy...

Jimmy

O.K., we'll have three burgers and two orders of fries.

Nancy

That winning team over there just needed a little nudge. Suggesting they order food got them thinking in another direction--provided them with an alternative to drinking that helped prevent them from overdrinking. Eating won't make them sober, but it does buy time.

Nothing can keep alcohol from getting into the bloodstream and reaching the brain, but food does slow down its rate of absorption and keep the BAC from building up. That helps customers to pace their drinking so they can stay in control.

Of course we don't just push full meals. Free hors d'oeuvres can be a very effective way to promote business without promoting intoxication.

So can table snacks. We always try to keep plenty of them available to give customers something to do with their hands other than hold onto their drinks.

Non-alcoholic beverages also help buy time. They give nondrinkers an option, provide those who are drinking too fast with a way to slow down, and provide establishments with a means to encourage safe drinking and driving.

Bob

Did you see that sign about designated drivers?

Betty

No, what's that about?

Bob

I don't know. Must be a promotion of some sort.

Susy

That's a new program we have. We want our customers to get home safely so we're providing an incentive for someone not to drink by giving them free non-alcoholic drinks. In exchange for that, they agree to drive the group home. Whoever wants to be the "designated driver" should simply tell the server about it, and they'll take care of the rest.

Betty

Now I remember...like a soft drink or a Virgin Mary!

Suzy

Right.

Betty

And it's free because I'm doing the driving.

Susy

That's it!

Being the designated driver doesn't necessarily mean giving up beer and wine altogether. Many nonalcoholic beers and wines taste about the same as the real thing and they're becoming increasingly popular among our patrons.

Activities also help focus customers' attention away from drinking. By giving them a reason to come to Stan's Place besides drinking, we can promote business without promoting alcoholic consumption. Lots of people come here because they know we always have something going on, whether it's a D.J. or live band for dancing, or our weekly name that tune contest.

And while activities may slow down alcohol consumption, people tend to stay longer--so they spend just as much.

Food, non and low alcoholic beverages, and activities help us prevent our customers from overdrinking. But they don't completely prevent it. That's why we keep a close eye on all of our customers so we can spot signs of impairment in time to intervene.

Nancy

I like to think of impairment signs as being like the colors of a traffic light. When the light's green, people are having a good time. They're relaxed and there's no problem.

Sandy

God, it's been such a long time since we hit this place. Kinda like the old days.

Perry

No, if this was the old days, we'd already be smashed out of our minds.

Nancy

Next color is Yellow - Proceed with caution. The customer is beginning to show signs of being affected by alcohol. I can still serve him but I have to slow down the pace.

Joey

Barry, why don't you take a drink? It's only beer - it won't hurt you.

Nancy

Finally there's a red. Stop! No more.

Drunk Man

If you gave me a drink, how come I don't see it?

Nancy

Those are the impairment signal lights: Green, yellow and red. Keeping an eye out for signs of impairment helps me control the situation and let's me spot people who are overdrinking before they get drunk.

But signs that alcohol is affecting a customer can be difficult to see. They don't always leap out at you. Sometimes you have to really look for them.

Of course, you don't have to look too far. The best way to tell whether or not a customer is becoming too impaired is to figure out how much alcohol they've had to drink. And the answer to that is no farther than a look at the tab.

Count how many drinks you've served them. You know about how long they've been at the table. Since the body eliminates about one drink per hour, just take the number of drinks consumed and subtract the number of hours of drinking, and you'll have a good idea of how many are still left in their system.

But remember that not all drinks are created equal. Some drinks have a higher alcoholic content than others and some, like beer for example, can be served in anything from a 12 oz to 20 oz glass.

Try this one on for size. If a patron drinks four cans of beer in two hours, how many drinks are left in their bloodstream at the end of the second hour?

Well that's easy enough. To get the answer, simply subtract the two drinks eliminated in two hours from the four drinks consumed. In this case the answer is 2.

For most people, four drinks in their system puts them at the legal level of intoxication. If you serve them, you're breaking the law.

But while four drinks may impair a person of medium weight, say 160 pounds, three drinks will impair a lighter person of say 130 pounds. Weight differences should be kept in mind when drink counting, but all in all it's a good way to spot impairment--when you can use it.

But you can't always use it. Some customers arrive with a few drinks under their belt, and some are impaired after just a drink or two.

Drink counting helps, but you also need to watch for the various signs of alcohol's effects on the customer.

Harry

Nancy, come on over. I want you to meet my good buddies...

Nancy

What's this, a meeting of the Board?

Harry

I told you I was going to bring the guys from work so you could meet 'em. Please, meet my friend,....

Gary

I'm Gary.

Harry

Of course you're Gary. And that's Tom in the corner over there. What do you think of that haircut? He just came back from the unisex salon where he had it styled...

Tom

Come on Harry. My barber was out of town.

Harry

And that's Benny. But he doesn't talk. He just can't. Maybe he'll do it for you. Come on Benny, say something.

Benny

I'd rather not. I'm trying to think.

Harry

You're always trying to think. Whenever you ask him he always says he's trying to think. Maybe you try too hard, it should come naturally.

Hey, Jake. Make room for Jake.

Nancy

I'll go get a towel and clean that up.

Harry

That's all right. Larry likes it. Hey Larry, you're all wet.

George

Where's Carl? I thought Carl was here. Didn't he come with us?

Carl

Relax George. I had to take a short trip. Benny, what's the good word? Come on Benny, talk to me.

Harry

He can't. He's trying to think but it's giving him a headache.

Carl

Benny, you know what your trouble is? You're basically anti-social. You come with us and drink and then ignore us. Why bother? You can ignore us at home.

Nancy

There you go. Everything all right Larry?

Larry

Yeah, except that some of it went into my lap. It's all cold and wet. But you can warm it up.

Carl

You know what Benny needs? Benny you need a good woman. You need a little love in your life. There's no love in your life and that's why you think so much.

Harry

How do you know Benny doesn't already have a love in his life? He might have two. That's not it, what Benny needs is another drink.

Nancy?

Larry

You know, you guys haven't shut up all night.

Harry

Come on Larry, don't get all hot and bothered. Actually, maybe it is a little hot in here. Nanc., could you open a window.

Benny

It's not hot in here, Harry. You're just bombed, that's all.

Nancy

Benny's right. He recognized that Harry was impaired. When someone's as far along as Harry, it's not all that difficult to see that alcohol has affected them. But a skillful server will spot signs of impairment before that--in time to take steps to prevent the customer from becoming intoxicated.

There are so many different kinds of signs that it helps to put them in categories.

One category is purely physical--things you can see just by looking at a customer's appearance and manner. Like having a flushed or sweaty face or bloodshot or glassy eyes. Sometimes when customers are impaired they tend to slump in their seats. They look tired and disheveled, their clothes wrinkled and unkempt.

Some physical signs you can hear better than see--such as patrons' complaining about being dizzy or numb, feeling very tired, having a headache, or being sick to their stomach.

Carl

George, are you all right?

George

Yeah. I'm fine. I'm just feeling a little tired, that's all...

Nancy

Alcohol doesn't just affect people physically, it also affects their mental processes.

Suzy

I'm sorry, but we don't serve doubles at this hour.

Husband

Then what do you serve? (sarcastic)

Wife

Do you have any dessert? (a little miffed)

Suzy

We have ice cream, pie and an excellent chocolate layer cake.

Wife

We'll take two pieces of cake and two cups of coffee.

Husband

Are you sure we can have a double coffee at this hour?

Some customers don't appreciate it when servers suggest alternatives like food, or non-alcoholic beverages. That's to be expected, but these aren't the only ways to reduce consumption...

So is visiting the table less frequently,

Not visiting the table until all patrons have finished their drink, and gearing service to the actual amount of drinking that's occurred.

If customers are drinking heavily, we visit the table less often, and we approach the heaviest drinkers least often of all.

Stan's policies help discourage customers from overdrinking. He doesn't allow doubles, triples, automatic refills or standing orders. Customers have to order each round themselves. At Stan's, when someone buys a friend a complimentary drink, the customer is asked if he wants it. The server doesn't just automatically bring it.

And there are no last calls to encourage patrons to gulp down their drinks before the bar closes. After all, when they leave, most of them get into cars.

Stan actually closes the bar an hour before we close our doors. He puts out a pot of coffee so people can help themselves. Coffee won't sober them up, any more than exercise or a cold shower will. But it keeps them busy for a while, time enough for their bodies to eliminate some of the alcohol in their system.

Servers need to be aware of the various ways to slow down service and have the confidence to use them when customers are becoming impaired.

Sandy

Wow, I haven't gotten this wasted since Fall break.

Perry

Sandy, you're a trip. Can you remember our names?

Sandy

Yeah, but I've been trying to forget 'em.

Jack

Then you need another beer. Your memory's still too good. Where's that waitress? We're almost out. I think she's avoiding us.

Denise

She doesn't like you, Jack.

Jack

Yes she does, she's in love. Excuse me miss,

Suzy

Hi. Can I help you?

Jack

We need another pitcher of beer. When we came in we told our waiter to bring us a new pitcher whenever we finished one. But he hasn't done it.

Suzy

I'm sorry, but he can't do that. House policy doesn't permit automatic refills. You have to order each time.

Sandy

Well, send him over so we can order!

Nancy

No, we won't be sending him over. We stop serving customers when they start showing signs of intoxication. That's what the law requires, and that's what we do.

But at Stan's Place, we make every effort to ensure that patrons won't have to be cut off. Of course, if they do, we deal with it, and in the next segment you'll see how.

Preventing patrons from becoming intoxicated is as easy as:

Checking IDs to ensure that no underage customers are served.

Keeping a close eye on patrons to watch for signs of impairment--changes in appearance, behavior and coordination.

Watching their drink count to prevent patrons from drinking too much too quickly, and from having more than 3 drinks in their system at any one time.

Regulating service according to patrons' alcohol consumption. Slowing down service when they begin showing signs of impairment, by visiting the table less often and waiting for everyone to finish their drinks before taking another round.

Encouraging alternatives to drinking like food, which slows down the absorption of alcohol, and non-alcoholic beverages. Getting patrons involved in activities which turn their attention away from drinking and give their bodies a chance to eliminate some of the alcohol they've consumed.

It's real simple, customers can't overdrink if they aren't overserved, and at Stan's Place we do everything we can to prevent that from happening.

This is no watering hole. People come here for more than a drink, because we offer a lot more than that.

APPENDIX D
INTERVENING WITH INTOXICATED PATRONS

Videotape Script

SCRIPT

Sandy

Well, send him over so we can order.

Suzy

I'm worried. They're definitely on their way to getting tanked.

Mark

I know. That's why I've been trying to stay scarce.

Suzy

Yeah, I heard. I tried pushing food, but it looks like the booze had a head start.

Mark

I think you better tell Nancy.

Suzy

You're right. Keep an eye on them for me.

Nancy, we've got trouble. Those kids are hell bent on getting plastered. They've had four pitchers already. That woman in the striped blouse has had as much as everyone else combined. We've been trying to slow them down, but they keep pushing for service.

Nancy

All right Suzy, I'll take care of it.

That doesn't happen very often. We can usually keep things under control simply by finding ways to slow down consumption. But once in a while we do have to intervene in a patron's drinking--cut someone off. When we do, it's the manager's job.

Managers have more experience in dealing with problem customers, and by letting them take the heat for terminating service, servers' tips are protected.

Most importantly, managers are informed as soon as a server decides a customer should be cut off, and they listen. They know that servers spend a lot of time with their customers and have a pretty good idea of what's going on.

And they also know that if a server thinks a situation is worth reporting and they don't take it seriously, that may be the last report they get.

Hello. I'm Nancy, the manager. How are things going this evening?

Sandy

Fine, except that we can't get served. We asked for a pitcher an hour ago and we still haven't seen it. First our waiter disappears, then we get some waitress who brings us every other damned thing. What's the deal here?

Nancy

I'm sorry if you feel your service has been less than the best. We really do appreciate your business. But right now we can't serve you any more beer. It's against the law to serve alcohol to customers showing signs of intoxication. We could lose our license for doing that.

Sandy

Oh, come on. What's this intoxication crap?

Nancy

Look, we'd be happy to serve you coffee or anything to eat--

Sandy

We didn't come here to eat. Forget it. Let's get out of here. Who needs this. We can go somewhere else and drink.

Nancy

Why don't you just sit down and relax...

Perry

Come on, Sandy, cool out. Give the guy a break. He's only doing his job.

Sandy

I don't know. I got things to do.

Nancy

Coffee's on the house. Come on, what have you got to lose?

SCRIPT

Sandy

All right. For now.

Stan

Coffee won't sober them up, but it will buy time, at least it will keep them off the road for a while. It may not always be pleasant, but it's almost always possible to terminate service without causing the intoxicated patron, other customers, and the establishment undue embarrassment, danger or liability.

The way I see it, there are six basic steps to intervening with intoxicated patrons:

1. Reporting the patron
2. Getting the facts
3. Approaching the patron
4. Terminating service
5. Providing protection, and
6. Preventing disturbances

These are the six steps of intervention.

Intervention starts when a server reports an intoxicated patron. Servers are instructed to let the manager know any time they observe a patron to be intoxicated. Under no circumstances can they continue service. If we lose our license, everyone's out of work.

And we do all we can to encourage servers to report such patrons. We don't ask servers to do the actual cutting off, but we do lay a 15 percent service charge whenever people run a tab, just to keep servers from being stiffed. Servers shouldn't have to choose between being responsible and earning a living.

Next, you need the facts--all the facts. Ask servers to explain their reasons for deciding a customer should be cut off.

Suzy's reason was the amount of beer they had been served and their boisterous behavior. If she had seen other signs, she would have mentioned them.

Nancy

While you should have confidence in your servers' judgment, you also need to verify the patron's condition for yourself.

Script

In most cases, the server's judgment will be confirmed; few servers will recommend cutting off someone when there's no need to.

But in those cases where managers don't agree, they have to use their own judgment. And that judgment should not be based on whether the person is a good customer, a VIP, or otherwise entitled to preferential treatment. If we start making exceptions for these reasons, we can't expect much cooperation from our servers.

One thing we never do is ask them to serve customers they think are impaired. That's the same as asking them to break the law.

Once a manager decides to cut off service, the second step involves approaching the patron. I tell my managers to:

Decide what you're going to say in advance. Fumbling for words will make you seem indecisive.

Always introduce yourself by name and position. Identify yourself as the manager to discourage attempts to go over your head.

Be friendly. Nancy started out by asking them, "How are things going this evening?"

The next step involves actually terminating service. It's not really difficult when you know exactly what you're going to say. Here's what my managers do:

My managers state simply and directly that they will not be able to continue service. They're calm, but firm. They make it clear that the decision is final. And they avoid any prolonged discussion.

Nancy

It's not up to me; the law prohibits me from serving anyone who shows signs of intoxication.

Stan

My managers know the law and use the exact wording. It leaves less room for argument.

Stan

If the customer wants to know who says they're showing signs of intoxication, my managers make it clear that it's their judgment and the law holds them responsible for making that judgment.

SCRIPT

Stan

My managers resist any assurances from customers that they are not going to drive. We point out that the law prohibits us from serving anyone showing signs of intoxication, regardless of where they're going or what they're going to do after they leave the establishment.

Of course, they don't always cut off a whole group because one person is intoxicated. But when they don't, they always warn the intoxicated customer not to drink, and warn the group that any violation will mean suspending service to everyone. My managers know that we're liable if an intoxicated customer gets a drink, even if they got it second hand.

The most important thing I tell my managers is BE FIRM. Don't let the customer influence your decision. Remember, you're the sober one.

There's more to dealing with intoxicated customers than merely terminating service. Managers are also responsible for finding alternative transportation for such customers, so they don't get behind the wheel and injure themselves or someone else.

When patrons refuse to let anyone else drive them home, I tell my managers and servers to try to persuade them to stay. Offer them food, and non-alcoholic beverages like coffee and soft drinks. These things won't make them sober, but they do buy time. At least in the short run the customer isn't drinking and certainly isn't driving!

Whether or not impaired customers recognize their own condition, my managers are expected to make sure they don't drive.

If the patron has come with friends, we find someone else to drive, and we ask their cooperation in obtaining the patron's keys.

Nancy

Look, your friend is really in no condition to drive.

Perry

But she says she's all right...

Nancy

She also says you'll pick up the tab!

Stan

We encourage them to ignore their friend's assurances that they're okay to drive. They are too impaired to know. Allowing them to drive just risks injury to themselves and others.

Places with valet parking can and must hang onto the car.

SCRIPT

Customer

What's this about not letting me have my car....

Stan

But if the patron's alone, or no one else can drive, we call a cab.

Suzy

How are things going?

Wife

Not too great. I'd love to go, but my husband drove and he's a little too far along to drive home. I can't drive his car because it's a standard and I can only drive an automatic. I knew we should have taken my car but he always insists on driving when we go out.

Suzy

It's no problem, really. Would you like me to call a cab?

Husband

Forget it, I don't need a cab. I can drive--how do you think we got here? There's nothing wrong with me. My wife's having a bad night. She'll get over it.

Wife

Honey, I'm really not having a bad night. I just don't think you should drive.

Husband

I'm going to drive, it's my car.

Suzy

I don't think that's a good idea. Maybe you can drive and maybe you can't. But there are a lot of cops out there tonight. I'm sure you've heard about the roadblocks. Do you really want to chance it...

Wife

Come on Bernie, you know you can't afford to lose your license. You need your car for work.

SCRIPT

Husband

I know what we can afford. And we can't afford a cab.

Suzy

Don't worry about it. It's been taken care of.

Husband

I don't want it. I'm not going anywhere.

Cab Driver

Did somebody call for a cab?

Suzy

Over here! Thanks.

Stan

That's the second half of intervention: taking the situation in hand so that no impaired customer leaves under his own steam and endangers himself and the public. What's the point of cutting patrons off if they wind up driving intoxicated?

We often not only call the cab, we even pay the fare. It's a lot cheaper than paying a damage claim. And it's also good public relations.

And we don't just call a cab and hope the patron gets home. We stay with the customer until they get into the cab. We're liable if they fall or injure themselves en route.

When a patron leaves in a cab, we jot down the cab driver's name and number as well as the patron's name and destination. That way, if a problem arises, we can show that we made a good faith effort to keep the intoxicated patron from driving.

Some of our more distant customers book rooms in the motel across the street so they won't have to worry about that long drive home. We helped encourage it by working out a 30% discount on weekend nights when the motel is pretty empty. There's one more aspect of intervention that I sometimes have to deal with--preventing disturbances.

Sometimes disturbances occur when people are cut off, or they're the reason service was terminated in the first place.

Whatever the disturbance, my managers know to confront it immediately.

SCRIPT

Ex Boyfriend

What do you think you're doing?

Girl

Stop it. I mean it!

New Boyfriend

Hey, what's your problem?

Ex Boyfriend

That's my girlfriend you've got your hands on. Keep your hands off.

Girl

You're not my boyfriend anymore. You can't tell me what to do.

Ex Boyfriend

I'm telling him.

New Boyfriend

Look, she's not interested Pal. Seems the lady was your girlfriend.

Ex Boyfriend

Leave her alone.

Stan

Why don't you get scarce for awhile?

New Boyfriend

Who the hell does he think he is? I'm not afraid of him.

Stan

Look, I'm not afraid of him either, I'm just trying to give him some space.

SCRIPT

Girl

I'm sorry, that's why we stopped going out. He gets drunk and starts up like that. I just couldn't take it anymore. I'm sick of him.

Stan

I understand. Do you have any idea who he came in with?

Girl

Buddy, I'm sure. They're good friends.

Stan

Thanks.

Hey Buddy, Come here for a sec...

Buddy

Hi ya, what's up?

Stan

Your friend's been getting a little hostile.

Buddy

You mean Rick?

Stan

I think so.

Buddy

If it's over his girlfriend, that's Rick. They went out for five years and she recently gave him the ax. He can't understand why and he can't leave her alone. He knows her hangouts, goes there and gets drunk. Then he makes a scene. He won't remember tomorrow.

Stan

Well, do me a favor, drive him home tonight.

SCRIPT

Buddy

Now?

Stan

I can't let him stick around. Something might set him off, and there is no telling what might happen. It seems to me the best way to avoid that is for you to talk him into leaving and then drive him home.

Buddy

I might be able to get him to leave, but there is no way he's going to let me drive. His car is his car. He doesn't let anybody drive it.

Stan

Look, tell him you are tired and want to go home. Let him think he's driving home. When he takes his keys out, you can get them away from him before he knows what happened.

Buddy

I'll give it a try.

Hey Rick, let's call it a night.

Ex Boyfriend

Why? I'll leave the jerk alone. Look, what I need is another drink.

Buddy

Hey, I wasn't even thinking about that. I've just got to get home. I've got to be up early in the morning.

Ex Boyfriend

All right. I'll take you home, but I'm coming back.

Buddy

That's your business, I just need to get home.

Script

Ex Boyfriend

Wait I've gotta pay the check.

Hey what are you doing? Give me back my keys.

Buddy

Sure, after I get home.

Ex Boyfriend

Listen, I'm alright to drive. Give me those keys.

Stan

Buddy was a real help. He helped keep a minor disturbance from breaking out in a real fight.

Of course, once in a great while, a fight does break out. When it happens, its up to us to see that no one gets hurt. I could be held liable for any injury that occurs because of a fight in my establishment.

But if a disturbance does breaks out, I have my managers notify me immediately. I get there as quickly as possible and try to calm things down. If two people are arguing, I try to get them apart and talk with them individually. But I never take sides.

If there are any security people around, it's a good idea for the manager to have them on hand whenever he or she approaches patrons who are creating a disturbance. The presence of security often exerts a calming influence.

Of course, if a fight breaks out, the first thing to do is call the police. Next, I try to remove any items that can be used as weapons, such as bottles, or ashtrays.

Under no circumstances, are my managers allowed to use weapons. That could become the basis of a lawsuit.

And so can forcefully "bouncing" customers from the premises or suggesting they settle it outside. If an injury occurs, we could be sued.

Of course, the best way to handle fights and arguments is to keep them from beginning. And the best way to do that, is to keep violent people off the premises.

Managers may not know which patrons will be violent, but they certainly know which ones have been violent. My managers never let a past offender back in. Most patrons blame their violence on the fact that they had too much to drink. But, chances are they will do it again.

Script

Intervening in the drinking or driving of impaired patrons is not the easiest part of a manager's job. But it's an important part of it. Basically it involves:

- o Terminating service, deciding the best strategy for doing so, then carrying it out in a tactful and straightforward manner.
- o Checking if anyone in the group is capable of driving, and if not, finding patrons alternative transportation or accommodations.
- o Keeping a close eye on customers to prevent any fights or disturbances from occurring, and to prevent those that do occur from getting out of hand.

I know what I sell is a good time, but I also sell alcohol, and I'm responsible for overselling it. I take that responsibility pretty seriously. My customers know it and there's little argument about it.

I rarely have to cut someone off, and I think that's because my servers and managers are doing a good job. We've earned our community's trust, and we aim to keep it.

**APPENDIX E
WRITTEN ROLE-PLAYS**

SCENE 1

IF THE BAND STANDS WHY CAN'T WE?

It's a busy night at a very large bar. A popular local band is playing tonight. At about 11:00 one of the servers asks Terry, the manager, to take a look at a couple that seems a bit rowdy. The couple, Nancy (Role 2) and her husband, Gary (Role 3), are drinking and singing along with the band. They are getting louder with every new round, and it is time for a new round.

DEMONSTRATION SCENE, ROLE 1-TERRY

You're Terry. One of your servers asks you to keep an eye on a couple that is getting loud. Your server says that they have been dancing and singing along with the band. She says that they have also been drinking steadily, finishing a drink about every 20 minutes since arriving two hours ago. You watch for a while and agree that they might be disturbing the other customers. The biggest problem, though, is that Gary is getting ready to order another round. As Gary approaches your waitress, you intercept him.

DEMONSTRATION SCENE, ROLE 2-NANCY

You're Gary's wife. You're enjoying the band tonight. You've been drinking, but you're not ready to quit yet. You love to watch bands perform, and this is one of your favorites. You just finished your second year of law school last night, and now you're in the mood to party.

DEMONSTRATION SCENE, ROLE 3-GARY

You and your wife, Nancy, have been fans of this band for a long time. You've been running up a bar tab, but that doesn't bother you--you feel like partying tonight. And besides, you two are heading to the beach tomorrow, so tonight is a great night to cut loose.

**SCENE 2
CASEY AT THE BAR**

It's about 10:00 p.m. and the crowd is about average for a weeknight. Terry, the manager (Role 1), was called by a bartender who noticed that a disgruntled man at the bar had been drinking heavily. Casey (Role 2), a middle-aged man, stopped by the bar to enjoy a few drinks, and decided that it would be nice to have some company. He asked a woman to dance with him. She refused, and Casey went back to the bar. He then had 3 more drinks and started acting rude to some of the regulars at the bar. Terry decides that something has to be done. Terry approaches Casey....

SCENE 2, ROLE 1-TERRY

Everything appeared to be going well until your bartender told you that a man with a "bad attitude" was starting to pour down one too many drinks. The bartender said that the man was working on his sixth gin and tonic in 2 hours. You check the tab and find that he really has had 6 drinks. You watch him for a while and see that he is drinking quickly. You realize that you have to do something right now...

SCENE 2, ROLE 2-CASEY

You're a middle-aged man who works too hard at the office. It's starting to get to you--the doctor just told you that you've got ulcers. You worked late again tonight, and now you're ready to unwind. You've been drinking steadily for about 2 hours--you're starting to relax and you feel on top of the world.

SCENE 3 FRITZ AND GINGER

It's about midnight on a busy Saturday night. Most of the customers are regulars. Terry, the manager (Role 1), has been on the floor most of the evening. Terry is afraid that Fritz (Role 2), a regular, has been drinking too much. His wife Ginger (Role 3) is quite sober. Terry knows that Ginger is okay--she never drinks too much.

SCENE 3, ROLE 1-TERRY

You're Terry, and you've been keeping an eye on Fritz. He's had eight beers in three hours, and now he is showing it. In the past, you've considered suggesting that Ginger do the driving. You always knew that Fritz would argue if you tried. Tonight, though, something has to be done. You just can't serve him.

SCENE 3, ROLE 2-FRITZ

You've been drinking for a couple of hours. You feel great and think that you'll put away a few more before heading home. It's great to get out and hit the town. You wish that this place were open all night.

SCENE 3, ROLE 3-GINGER

You've only had two drinks tonight. You're worried that Fritz is overdrinking, and you're concerned about his ability to drive home. You two don't get out very often, though, and it's nice to see him enjoy himself tonight. You don't want to spoil his good time, and would never think of trying to stop him from drinking.

SCENE 4
WHERE HAVE YOU BEEN ALL OF MY NIGHT?

It's about 9:30 on a Wednesday night, and customers have been coming and going all evening. Lefty (Role 1), a regular, came in, sat down and ordered a drink right away. Frankie, the bartender, served the drink quickly and started to make out the tab, then noticed that Lefty had spilled his drink. Frankie started cleaning up the drink. Lefty, muttering to himself, decided to help. Terry, the manager (Role 2), approaches and can hear Lefty muttering. Terry notices that Lefty's eyes are red, bloodshot and glassy. Terry knows that Lefty has to be cut off.

SCENE 4, ROLE 1-LEFTY

You're Lefty, a beer-drinking hell raiser. You started bar-hopping right after Happy Hour ended. You just feel like listening to some good jukebox music and bending the elbow a little more. You're feeling great and you know your limits; you can handle enough beer for two guys your size. You're hell-bent on getting tanked tonight.

SCENE 4, ROLE 2-TERRY

You're Terry. You've been working the floor because this Wednesday night is so busy. When you see Frankie cleaning up a spilled drink, you decide to have a closer look at this guy who just sat down at the bar.

SCENE 5
BOTTOM OF THE FIFTH

The crowd is fairly small for a summer Friday evening. Twelve people in baseball uniforms entered and pulled together a couple of tables. They were having a victory celebration. Mac (Role 1), a team veteran, was ordering 2 pitchers every time that the waitress passed. Roger (Role 2), didn't want to spoil a good time, but said that they should cut back on the number of pitchers being ordered. Mac responded by telling the waitress, "...Yeah, one for the table and one for me." Terry, the manager (Role 3), overheard this and decided to look in on the group.

SCENE 5, ROLE 1-MAC

You're Mac, the team captain. You're happy as hell that you guys managed to come from behind to beat the other team today. Now you're ready to enjoy yourself. You know how to play ball and you know how to party--nobody is going to spoil your fun tonight. You don't care if the other guys are going to be sissies; this is your night to celebrate, and you're planning on drinking until the sun comes up.

SCENE 5, ROLE 2-ROGER

You're Roger, one of the players on Mac's softball team. After the game you had a couple of beers at the field. You also finished your share of the pitcher. You're happy that you won and you're already starting to feel the liquor a little. You think that Mac has already had enough.

SCENE 5, ROLE 3-TERRY

You're Terry, the manager. You overheard the team ordering and decided to investigate. You find that one person, Mac, has been doing most of the drinking. You notice that one of the guys at the table (Roger) is drinking slowly.

SCENE 6 CUT OFF

Terry, the manager (Role 1) is working the bar because it's a slow night. At about 10:00 Jack (Role 2), a regular customer from the neighborhood, comes in. Terry asks, "How are things going?" When Jack answers, Terry realizes that his words are somewhat slurred. Jack says that he's "tired of all this DWI crap," and angry at the manager of Chez What for cutting him off.

SCENE 6, ROLE 1-TERRY

You know that you can't serve Jack a drink tonight. He's a great guy, unless he's got a few drinks under his belt. You can tell from his tone of voice that he's in one of his bad moods tonight. You've got to handle Jack carefully to keep him from totally blowing his top.

SCENE 6, ROLE 2-JACK

You live in the neighborhood and like to come to this bar. You are a middle-aged divorcee, and don't have any family or good friends in this city. You were really peeved when the bar next door cut you off. You want a few more drinks before heading home, and you're going to raise hell if Terry's place won't serve you. You're sick of all the new drinking-and-driving crap. You always walk to the neighborhood bars, and feel that you shouldn't be hassled about your drinking.

SCENE 7 HAPPY BIRTHDAY

It's 2:00 p.m. on a Friday and it looks like the noon rush is going to run into Happy Hour. Two young women have been in the bar drinking for a couple of hours. One was helping the other celebrate her birthday.

They've been drinking exotic sweet drinks. With drinks on the table, Pam (Role 2) ordered another round. The waitress suggested they finish the two in front of them. Sandy (Role 1) and Pam, both talking at the same time, laughed and said that they would finish their drinks while the waitress was getting the next two. Terry, the manager (Role 3), had heard much of the laughing for the last hour and was not surprised when the waitress came over. After looking at their tab, Terry was sure that they had put away too many already.

SCENE 7, ROLE 1-SANDY

You're Sandy and you're celebrating your birthday. You really enjoy Pam; she always makes you laugh. You're glad that she asked you out for drinks. You haven't laughed this much in years. You feel like hanging around this place for at least a few more hours. It's your twenty-fifth birthday, and you feel like kicking up your heels this evening.

SCENE 7, ROLE 2-PAM

You're Pam and you're a good friend of Sandy's. You've worked together for several years now. You two always have fun together. You feel like hanging around this place all night. Tomorrow is Saturday, so you can blow off steam all night tonight.

SCENE 7, ROLE 3-TERRY

You're Terry, the manager. You think that the two women have had too much. They seem a little too giddy to you. But you're mainly concerned that they're drinking too quickly.

SCENE 8 THE SALESMAN

At about 9:00 p.m. Willy (Role 1) arrived and ordered his first drink--a Kahlua. Willy is from out of town. He seemed anxious to talk, and struck up a conversation with the bartender. Then he switched to something stronger--a scotch on the rocks. After two more scotches, Willy was clearly intoxicated. When the bartender suggested he call it quits, he agreed and went staggering to the door to call for his car from the valet parking attendant. The attendant felt that Willy was unsafe to drive and called Terry.

SCENE 8, ROLE 1-WILLY

You're a traveling salesman who spends a lot of nights on the road. You had a couple of drinks in your room then decided to go to the bar, where they might be some more company. After a few more drinks, the bartender suggested that you had enough. It didn't take much persuasion, since you were tired to begin with and were really feeling the scotches.

You went to door to call for your car from the valet parking attendant. You assumed that he went to get your car, but now you see him coming back with the manager.

SCENE 8, ROLE 2-TERRY

You're Terry the manager. One of your valet parking attendants has just come to you to report that an intoxicated patron is calling for his car. He described the symptoms, and it sure sounds like the man has had too much. As you head back to the entrance, you pause for a moment to watch the man, who drops his cigarette twice trying to light it. That's all you need.

SCENE 9 THE POKER BUDDIES

It's Tuesday night and business is pretty slow. Terry, the manager (Role 1), is on the floor looking things over. At about 10:30, the waiter working tables near the dance floor asked Terry to have a look at a group of businessmen who had been around since dinner time. The four had been playing poker and putting away shots of Scotch for about five hours, Terry learned from the bartender. Unfortunately, intervening could be difficult--Terry had already had problems, before tonight, with this same group of guys. Terry knew that the guys would be pretty uncooperative; they always acted tough when they were together. When one of the men tries to flag down the waiter for another round, Terry knows that there is no time to waste.

SCENE 9, ROLE 1-TERRY

You're worried about approaching the four poker buddies; you've had trouble from them before. You're also worried about creating a disturbance in the whole bar.

SCENE 9, ROLES 2, 3, 4, and 5-POKER BUDDIES

You all work together, and have been playing poker with each other for a dozen years now. You're out to get tanked tonight, and you don't want anything to stand in your way. You like this bar, because business is generally slow after dinner, and you're able to get served right away. That's what you like--good service and a little elbow room for playing cards.

SCENE 10 THE ONE THEY DON'T TALK ABOUT

The scene is a wedding reception for about 50 people. Terry (Role 1), is the manager responsible for overseeing the banquet. One of the servers had approached Terry earlier to report that the groom's brother, Buzz (Role 2), had been holding up the champagne fountain for a few hours. It seemed that the man had become progressively more rude all afternoon. Many of the guests, on both sides of the family, had had enough of him, but nobody wanted to interfere. As the waiter had told Terry, the entire group, including the host, Cliff (Role 4), and Buzz's wife, Betsy (Role 3), hoped the hotel would handle the matter. When Buzz started hassling some guests, Terry knew that something had to be done right away.

SCENE 10, ROLE 1-TERRY

You know that Buzz is way too drunk, and has to be cut off.

SCENE 10, ROLE 2-BUZZ

You're a middle-aged guy who hates to see all of his dear friends get tied down. And besides, you've always hated stuffy family occasions like this. If you've seen one, you've seen a thousand of these family weddings. What a bore! You've managed to amuse yourself with the champagne all afternoon.

SCENE 10, ROLE 3-BETSY

You're Betsy, Buzz's wife. You're very timid--you'd never interfere with Buzz's fun. You realize that Buzz has had a few, but that's okay with you. You're driving home, and he needs a little break from his office work anyway. You enjoy chatting with the guests; there are a lot of people that you rarely get to see. You'd like to stay and talk for at least a few more hours.

SCENE 10, ROLE 4-CLIFF

You're the father of the bride and host of the occasion. You don't want to be bothered by anything today, especially not a drunken in-law. You just want everything to go smoothly; that's why you're paying the hotel such a fortune to cater this reception. You're enjoying yourself, and it's great to see everyone so happy, especially your daughter.

SCENE 11 CRY ME A RIVER

It's Friday afternoon Happy Hour at a popular singles' bar. As usual, Happy Hour draws in a good crowd. Nearly everyone is milling around and sampling the food. Terry, the manager (Role 1), has been busy overseeing the large crowd. Everything was going smoothly until last call. A woman (Jill (Role 2) at the bar started crying for no apparent reason. Jill, like everybody else in the bar, had been talking and drinking for the last few hours. Terry checked the woman's tab, and found that she had finished four drinks in only an hour and a half. The woman weighed about 120 pounds.

Terry wasn't quite sure that she was impaired, but decided to approach her.

SCENE 11, ROLE 1-TERRY

You notice that Jill has had more than a 120 pound woman should. You're not sure that she's in the red zone, so you go over to investigate. You've got to quiet her somehow--she's disturbing the other customers.

SCENE 11, ROLE 2-JILL

You came to the Happy Hour just to have a good time. But the more you talked with different people, the more you realized how lonely you are. The words were empty and the feeling was empty. You thought that it might be nice to have one close friend. You can't stop crying so you figure that the best thing to do is to drink enough to forget your troubles. Your order another round at last call.

SCENE 12 THE MONDAY NIGHT EDITION

It's 10:00 p.m. and several people are here at the Hotel bar to watch the football game. A few people come in to drink, but most just eat snacks and watch the game. Terry, the manager (Role 1), is responsible for both the bar and the restaurant. The restaurant has been very busy. In fact, Terry is a little put out when his bartender asked that he come to the bar to take a look at some of the customers.

Out of the several people who watched the football game, about half appeared to be intoxicated, and the other half relatively sober. The problem is, they are quite obviously together as a group. It would be rather difficult, and probably unsuccessful, to terminate service to those that are intoxicated and allow the sober ones to continue drinking.

SCENE 12, ROLE 1-TERRY

You recognize that you are going to have to terminate service to a group of enthusiastic, potentially violent football fans despite the fact that half of them are sober. How do you handle it?

SCENE 12, FOOTBALL FANS

Four participants should be chosen to play the roles of football players. While the group of fans is larger, these are the four who will interact with the manager. Two of the fans are sober, while the other two are clearly intoxicated.

**APPENDIX F
BEVERAGE POLICY QUESTIONNAIRE**

NAME _____

Please answer the following questions concerning the policy of your establishment toward the service of alcoholic beverages.

For each item of policy, check "yes" or "no" to indicate whether your establishment employs that policy. For this survey, consider "policy" to mean whatever the establishment does as a general rule.

Please make sure you answer every question.

Beverage Service

In its service of beverages, does your establishment:

1. Offer "Happy Hours" with reduced drink prices (including two-fors)? Yes ___ No ___
2. Sell special drinks containing more than 2 ounces of alcohol? Yes ___ No ___
3. Sell multiple drinks (e.g., "doubles" or "triples")? Yes ___ No ___
4. Stop selling multiple drinks late at night? Yes ___ No ___
5. Require each patron to order instead of bringing "rounds"? Yes ___ No ___
6. Check with patrons before bringing them drinks paid for by someone else? Yes ___ No ___
7. Cut off alcohol service at least an hour before closing? Yes ___ No ___
8. Announce "last call"? Yes ___ No ___
9. Collect for drinks after every round? Yes ___ No ___
10. Add a 15% service charge to all tabs? Yes ___ No ___
11. Allow customers to be served another drink before they've finished the drink they have? Yes ___ No ___
12. Sell pitchers of beer? Yes ___ No ___
13. Allow alcoholic drinks to leave the premises (e.g., "go cups")? Yes ___ No ___

Non-Alcoholic Beverages

Does your establishment:

14. Stock non-alcoholic beers or wines? Yes ___ No ___
15. Advertise non-alcoholic beers, wines, mocktails? Yes ___ No ___
16. Provide free coffee late at night (e.g., self-service pot)? Yes ___ No ___
17. Offer free non-alcoholic beverages to "designated drivers"? Yes ___ No ___
18. Offer free non-alcoholic beverages to people who have had too much to drink? Yes ___ No ___

Food Service

Does your establishment:

- 19. Bring snacks without being asked? Yes ___ No ___
- 20. Provide table snacks at all times? Yes ___ No ___
- 21. Provide table snacks only at certain hours? Yes ___ No ___
- 22. Provide at least light food service (e.g., sandwiches) anywhere that alcohol is served? Yes ___ No ___

Identification

Does your establishment:

- 23. Check IDs of all patrons under 25? Yes ___ No ___
- 24. Require that questionable cases be referred to the manager? Yes ___ No ___
- 25. Require patrons to attest in writing that their IDs were checked? Yes ___ No ___
- 26. Have equipment to detect fake IDs? Yes ___ No ___
- 27. Keep minors out of areas where alcohol is served? Yes ___ No ___
- 28. Prohibit service to adults who give alcoholic beverages to minors? Yes ___ No ___

Personnel Management

Does your establishment:

- 29. Prohibit employees from serving intoxicated or underage patrons? Yes ___ No ___
- 30. Discipline or terminate any employee who serves an intoxicated or underage patron? Yes ___ No ___
- 31. Require all servers to be trained in responsible beverage service practices and policy? Yes ___ No ___
- 32. Establish clear and uniform penalties for violating beverage service policy? Yes ___ No ___
- 33. Require managers to back up servers in dealing with impaired and intoxicated patrons? Yes ___ No ___
- 34. Prevent managers from ordering servers to provide alcoholic beverages to intoxicated patrons? Yes ___ No ___

BEVERAGE SERVICES QUESTIONNAIRE

Please answer the following questions concerning the way in which you handle the service of alcoholic beverages. The questionnaire is part of a survey designed to find out how waiters and waitresses across the country deal with alcohol. Your answers will be kept in strictest confidence. For each question, circle the letter in front of the answer that comes closest to describing the way you generally do things. Please answer every question. If you feel a particular question does not apply to you, circle the answer, "N/A," meaning "Not Applicable." An example of an "N/A" might be something that you can't do because of company policy.

Generally, in dealing with patrons, how often do you:

1. Count the number of drinks served to a particular patron?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
2. Mention to patrons that you have non-alcoholic drinks, such as non-alcoholic wines and beers, mocktails, etc.
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
3. Ask who's doing the driving?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
4. Talk with patrons just to see if they are sober?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A

In checking the IDs of young patrons, how often do you?

5. Ask them to sign their name?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
6. Ask them some question to verify that it's their ID, such as their address, date of birth, or social security number?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
7. Refuse to serve someone because their ID looks suspicious?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A

In dealing with patrons who are beginning to show the effects of alcohol, how often do you:

8. Encourage them to order food?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A

9. Bring them snacks or hors d'oeuvres without being asked?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
10. Suggest they have coffee or a soft drink?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
11. Ask who's driving?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
12. Encourage some activity such as dancing?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
13. Engage them in conversation to see how bad off they really are?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
14. Deliberately slow down service by avoiding their table?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A

In dealing with patrons whom you believe to be intoxicated, how often do you:

15. Ask who's doing the driving?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
16. Offer them coffee or a soft drink instead of alcohol?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
17. Suggest that they order food?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
18. Bring them coffee or a soft drink without being asked?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
19. Tell them that you will not serve them another drink?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
20. Tell the manager that they are drunk?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
21. Ask one of their friends to take them home?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A
22. Offer to call a cab for them?
a. Never b. Rarely c. Occasionally d. Frequently e. All the time f. N/A

APPENDIX G - TESTS AND ANSWER SHEETS

KNOWLEDGE PRE-TEST

Please circle the correct answer on your answer sheet.

1. Alcohol is a factor in how many traffic deaths every year?
 - a. 12,000
 - b. 25,000
 - c. 50,000

2. What percentage of intoxicated drivers come from public drinking establishments?
 - a. A third
 - b. A half
 - c. Two-thirds

3. Once alcohol is ingested, how long before it reaches the brain?
 - a. A few minutes
 - b. A half an hour
 - c. An hour

4. In an hour, the body can eliminate the alcohol contained in about:
 - a. One drink
 - b. Two drinks
 - c. Three drinks

5. The first driving ability affected by alcohol is:
 - a. Coordination
 - b. Vision
 - c. Judgment

6. The three factors which determine blood/alcohol concentration are:
 - a. Type of drink, number of drinks, and time
 - b. Weight of person, mood, type of drink
 - c. Time, weight, number of drinks
7. At a BAC of 0.10 alcohol has:
 - a. No appreciable effect
 - b. Affects a driver's judgment
 - c. Seriously impairs a driver
8. The legal standard of BAC for driving while intoxicated in this state is:
 - a. .08%
 - b. .10%
 - c. .15%
9. Serving a drink to an intoxicated patron may result in:
 - a. A fine
 - b. Loss of license
 - c. Fine and loss of license
10. The best way to tell if someone is getting drunk is to know:
 - a. What they are drinking
 - b. How much they have had to drink
 - c. How much experience they have with drinking

KNOWLEDGE POST-TEST

Please circle the correct answer on your answer sheet.

1. What percentage of highway deaths are alcohol-related?
 - a. A third
 - b. A half
 - c. Two-thirds

2. Alcohol is a:
 - a. Stimulant
 - b. Depressant
 - c. Tranquilizer

3. Which of the following slows down the absorption of alcohol?
 - a. Exercise
 - b. Food
 - c. Coffee

4. The amount of time it takes alcohol to leave the body:
 - a. Can be increased
 - b. Can be decreased
 - c. Cannot be changed

5. The alcohol content in one 12-ounce bottle of beer is equal to:
 - a. 1/4 shot of whiskey, gin etc.
 - b. 1/2 shot of whiskey, gin etc.
 - c. 1 shot of whiskey, gin etc.

6. Men can generally drink more than women because:
 - a. They have a greater tolerance
 - b. They generally weigh more
 - c. They have different hormones

7. At a BAC of 0.10 alcohol has:
 - a. No appreciable effect
 - b. Affects a driver's judgment
 - c. Seriously impairs a driver

8. The legal standard of BAC for driving while intoxicated in this state is:
 - a. .08%
 - b. .10%
 - c. .15%

9. Dram Shop laws are important to servers because:
 - a. They protect servers from liability for drunk patrons
 - b. They make servers liable for drunk patrons
 - c. They protect servers from management

10. When servers recommend terminating service, they should:
 - a. Give the manager the facts
 - b. Let the manager collect the facts
 - c. Collect the facts together

OPINION SURVEY

Select the answer that comes closest to expressing your opinion. Circle the answer on the answer sheet. Please be honest. There are no "right" or "wrong" opinions.

1. People should stop drinking:
 - a. Before they feel the effects of alcohol
 - b. As soon as they feel the effects of alcohol
 - c. Before they get drunk
 - d. As soon as they get drunk
2. People cannot drive safely if they have had:
 - a. Anything alcoholic to drink
 - b. One or two drinks
 - c. Three or four drinks
 - d. Four or five drinks
3. Pushing food to keep patrons from drinking too much:
 - a. Is very effective
 - b. Works sometimes
 - c. Is a waste of time
 - d. Aggravates patrons
4. Cutting off service to patrons who have had too much to drink:
 - a. Increases their chances of coming back
 - b. Has no effect on their chances of coming back
 - c. Reduces their chance of coming back
 - d. Eliminates any chance of their coming back
5. Trying to get patrons involved in other activities in order to slow down their drinking:
 - a. Is always effective
 - b. Is usually effective
 - c. Is sometimes effective
 - d. Is a waste of time

6. The idea that an impaired patron could be killed in a crash is something that servers:
 - a. Should think about all the time
 - b. Should think about a lot
 - c. Should be aware of
 - d. Can't afford to worry about

7. If a patron gets drunk at a bar and causes an accident, who should be held responsible:
 - a. The bar
 - b. The bar and the patron
 - c. The patron
 - d. Nobody

8. Patrons who seem to be drinking too much should:
 - a. Be stopped before they get drunk
 - b. Be discouraged from getting drunk
 - c. Be watched in case they get drunk
 - d. Be left alone until they get drunk

9. In the long run, serving establishments that discourage their patrons from getting drunk will:
 - a. Gain a lot of business
 - b. Gain some business
 - c. Hold their business
 - d. Lose business

10. Taking the license of establishments if they're caught serving alcohol to an intoxicated patron is:
 - a. The best way to enforce the law
 - b. A reasonable way to enforce the law
 - c. Ok if they've done it before
 - d. Too harsh

PROGRAM OF RESPONSIBLE ALCOHOL SERVICE

Pre-Tests

Knowledge Pre-Test

1. a b c

2. a b c

3. a b c

4. a b c

5. a b c

6. a b c

7. a b c

8. a b c

9. a b c

10. a b c

Opinion Test

1. a b c d

2. a b c d

3. a b c d

4. a b c d

5. a b c d

6. a b c d

7. a b c d

8. a b c d

9. a b c d

10. a b c d

PROGRAM OF RESPONSIBLE ALCOHOL SERVICE

Post-Test

Knowledge Pre-Test

1. a b c

2. a b c

3. a b c

4. a b c

5. a b c

6. a b c

7. a b c

8. a b c

9. a b c

10. a b c

Opinion Test

1. a b c d

2. a b c d

3. a b c d

4. a b c d

5. a b c d

6. a b c d

7. a b c d

8. a b c d

9. a b c d

10. a b c d

PROGRAM OF RESPONSIBLE ALCOHOL SERVICE
ANSWER KEY

Knowledge Pre-Test - Score 1 point for each correct answer as given below:

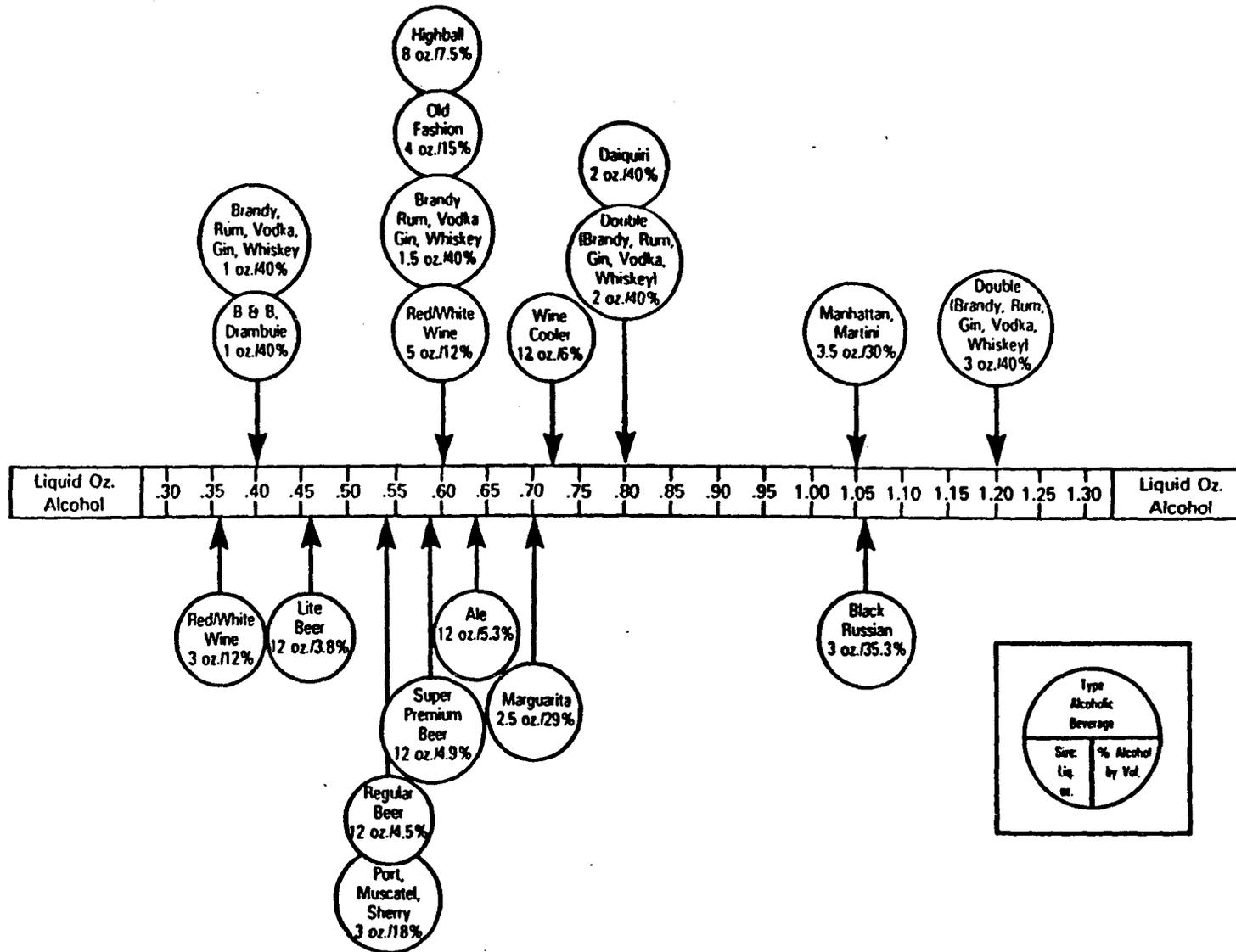
1. b
2. b
3. a
4. a
5. c
6. c
7. c
8. (depends upon legal intoxication in your State); a - .08%, b - .10%
9. c
10. b

Knowledge Post-Test - Score 1 point for each correct answer as follows:

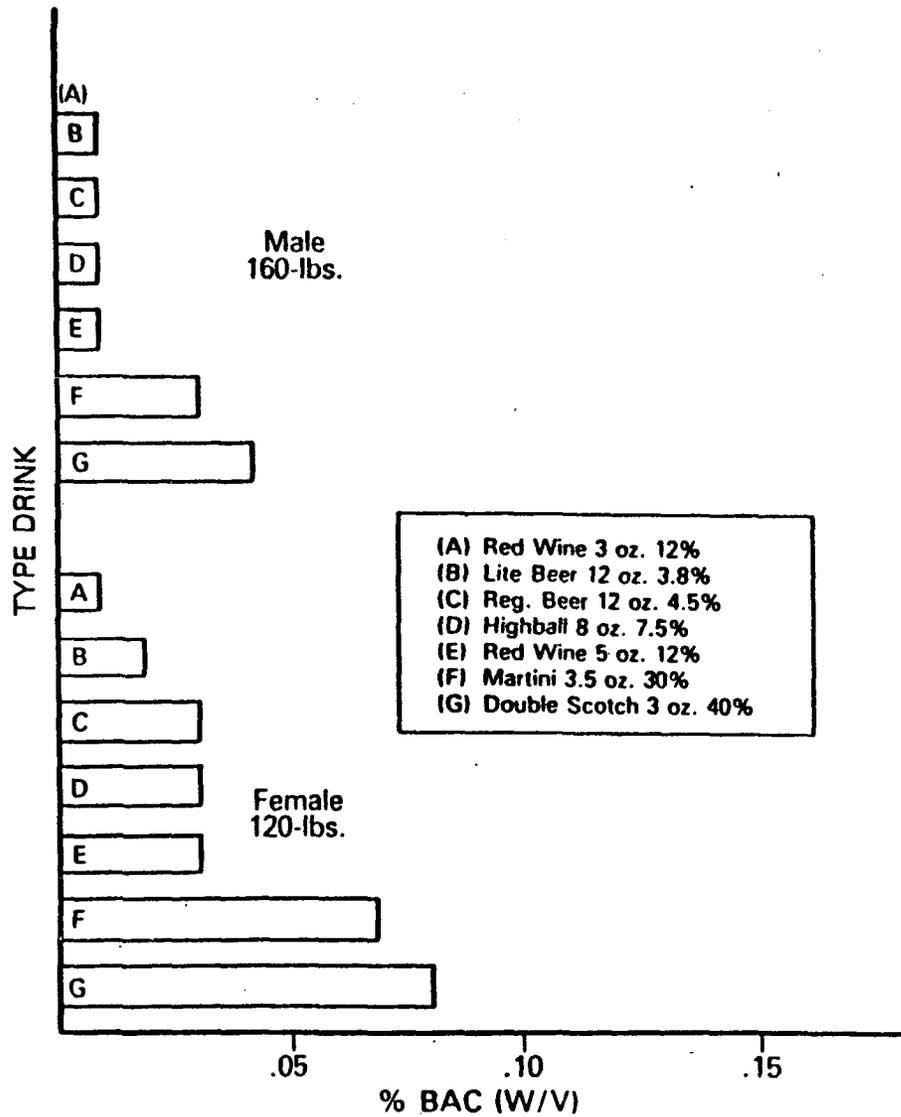
1. b
2. b
3. b
4. c
5. c
6. b
7. c
8. Same as Question 8 of Pre-Test
9. b
10. a

Opinion Pre- and Post-Tests - Score as follows:

- a = 4
- b = 3
- c = 2
- d = 1



Alcohol Content of Various Alcoholic Beverages.



BACs Resulting From Single Drinks of Varying Alcohol Content Consumed Over One Hour by a Male and Female Drinker.

Please answer the following questions concerning the future policy of your establishment toward the service of alcoholic beverages.

Please make sure you answer every question.

Beverage Service

| Does your establishment Plan to institute policies: | Plan to Institute Policies | Don't Plan To | Are Doing It | Will be Doing It |
|---|----------------------------------|---------------------|--------------------|------------------------|
| 1. Prohibiting reduced drink prices during Happy Hour | | | | |
| 2. Prohibiting drinks with more than 2 oz. of alcohol | | | | |
| 3. Prohibiting sales of "doubles" or "triples" | | | | |
| 4. Prohibiting sales of "doubles" or "triples" late at night | | | | |
| 5. Prohibiting sales of drinks in rounds | | | | |
| 6. Requiring customers to be alerted about complimentary drinks before they're served | | | | |
| 7. Requiring closing bar an hour before establishment does | | | | |
| 8. Prohibiting Last Calls | | | | |
| 9. Requiring servers to collect for drinks after every round | | | | |
| 10. Requiring 15% service charge on all tabs | | | | |
| 11. Prohibiting customers from being served a second drink before they have finished the first | | | | |

Non-Alcoholic Beverages

| Does your establishment Plan to institute policies: | Plan to Institute Policies | Don't Plan To | Are Doing It | Will be Doing It |
|--|----------------------------------|---------------------|--------------------|------------------------|
| 12. Requiring that non-alcoholic beers or wines be available | | | | |
| 13. Promoting non-alcoholic beers, wine or mocktails | | | | |
| 14. Providing for free coffee late at night | | | | |
| 15. Providing for free non- alcoholic beverages to "designated drivers" | | | | |
| 16. Providing for free non- alcoholic beverages to patrons who have been drinking | | | | |
| Does your establishment plan to institute policies: <u>Food Service</u> | | | | |
| 17. Providing for free or discount food during Happy Hour | | | | |
| 18. Providing for table snacks at all times | | | | |
| 19. Providing for table snacks at certain hours | | | | |
| 20. Providing for at least light food service anywhere alcohol is served | | | | |
| Does your establishment plan to institute policies: <u>Identification</u> | | | | |
| 21. Requiring that the IDs of patrons under 25 be checked | | | | |

Identification continued:

| Does your establishment plan to institute policies: | Plan to Institute Policies | Don't Plan To | Are Doing It | Will be Doing It |
|---|----------------------------|---------------|--------------|------------------|
| 22. Requiring the referral of questionable cases to the manager | | | | |
| 23. Requiring patrons to verify in writing that their IDs have been checked | | | | |
| 24. Providing for equipment to detect fake IDs | | | | |
| 25. Prohibiting minors from being in areas where alcohol is served | | | | |
| 26. Prohibiting service to adults who give minors alcoholic beverages | | | | |
| Does your establishment plan to institute policies: <u>Personnel Management</u> | | | | |
| 27. Prohibiting employees from serving intoxicated or under-age patrons | | | | |
| 28. Requiring disciplining or firing employees who serve intoxicated or under-age patrons | | | | |
| 29. Requiring server training in responsible beverage service practices and policy | | | | |
| 30. Establishing clear and uniform penalties for violating beverage service policy | | | | |
| 31. Requiring managers to support servers' intervention efforts | | | | |
| 32. Preventing managers from ordering servers to provide alcoholic beverages to intoxicated patrons | | | | |

Supervisory Practices

- ___ Provide instructions in responsible alcohol service to all servers.
- ___ Institute and enforce policy calling for immediate dismissal of those who serve underage or intoxicated patrons.
- ___ Back up servers judgment completely by never requesting alcohol service for those judged to be intoxicated.
- ___ Protect server tips by collecting after each round or assessing a service charge.

Community Relations

- ___ Work with other managers to establish common policies.
- ___ Participate in community anti-drunk-driving programs.
- ___ Work to obtain legislation that protects patrons, the public, and service establishments alike.

RESPONSIBLE ALCOHOL SERVICE POLICY CHECKLIST

Alcohol is a drug. A license to sell alcohol carries with it an obligation to do so responsibly.

Responsible alcohol service doesn't happen automatically. It requires responsible alcohol policy.



This checklist will help you see how
your establishment stacks up.

Serving practices

- Check I. D.s WHENEVER age is questionable.
- Have patrons whose I. D. is checked sign a "Log" for later proof.
- Don't serve doubles, triples, or pitchers, particularly late at night.
- Don't serve complimentary drinks without making sure they are wanted.
- Keep the establishment open at least an hour after the bar closes so that patrons can sober up.
- Prevent underage patrons from entering bars or lounges.

Customer Protection

- Require servers to report intoxicated patrons immediately.
- Cut off patrons who buy drinks for underage or intoxicated patrons.
- Provide free non-alcoholic beverages to impaired or intoxicated patrons.
- Provide free transportation for patrons who become intoxicated.
- Don't allow intoxicated patrons to drive away from the establishment

Marketing Practices

- Advise patrons of alcohol service practices.
- Feature food at happy hour rather than reduced drink prices.
- Provide high protein table snacks.
- Promote non-alcoholic beverages (mocktails, no-alcohol beers and wines).
- Offer bar patrons a discount on meals.
- Provide music, games, or other events as an alternative to drinking.
- Provide a "designated driver" program offering non-alcoholic beverages to those doing the driving.
- Notify hosts at open bars that underage or intoxicated guests will not be served alcohol.

Compare the patron's appearance with the picture and descriptive information on the license.

Ask patrons to tell you their date of birth, address, and social security number.

Have patrons fill out an I.D. Log (where used).

Don't Serve Intoxicated Patrons

Sometimes despite your best efforts, patrons will become intoxicated. If this happens, you may not serve them under any circumstances:

Report intoxicated patrons to the manager on duty immediately. Report the number of drinks consumed and the visible signs that convinced you the patron is intoxicated.

It is against the law to serve anyone who is intoxicated. You can be fined, lose your job, and cost the establishment its license.

It's your judgment that counts. No one can over rule it -- not the manager, owner, or chief of police.

If an underage or intoxicated patron gets a drink you serve, you are liable. Make sure they don't get it second hand, even if it means cutting off service to their friends.

An "open" bar is still subject to the law. Intoxicated patrons may not be served, whether they pay by the drink or by the head.

**Every year over 25,000
people are killed in
drunk-driving accidents**



Such accidents cause more than 700,000 serious injuries.

And for people under 35, they are the leading cause of death and injury.

Surveys show that 1/2 of the intoxicated drivers on the road come from public drinking establishments.

But they don't have to come from yours...

Drink Counting

One way of keeping patrons from becoming intoxicated is by keeping track of their drinks. Here are a few things to remember:

- o The body gets rid of about one drink an hour.
- o The number of drinks in the body at anytime therefore equals the number of drinks consumed minus the number of hours since drinking started.
- o The average person will become intoxicated with four drinks in his system. A light weight (e.g., under 140 pounds) can become intoxicated with three drinks in his system.

With this information, figure out the answer of this question:

"A patron of medium weight has been drinking for about two hours. Your tab shows that he has had five drinks. How close is he to becoming intoxicated?"

Since the body gets rid of about one drink an hour, and he has been drinking for two hours, he's gotten rid of two drinks. That leaves (5 drinks - 2 drinks =) 3 drinks in the system. He is one drink away from becoming intoxicated.

What is a Drink

In drink counting, the following "drinks" have about a half an ounce of alcohol:

A 12 oz. can or bottle of beer.1

A 1 1/2 oz. shot of liquor (cocktail, highball).

A 5 oz. glass of table wine.

A 3 oz. glass of dessert wine.

A 12 oz. bottle of wine cooler.

Remember: a "double" shot is two drinks. A schooner can be as much as two beers.

Signs of Impairment

Most servers can recognize when a patron is drunk. By then, however, it's too late. In order to keep people from becoming intoxicated, you have to recognize signs of overdrinking early on. Here are some of them:

Appearance--Sweaty or flushed face; bloodshot or glassy eyes, drowsy, nauseous.

Movement--Clumsy, flumbling, unsteady, trembling.

Speech--Loud, slurred, wavering, giggly.

Manner--Domineering, overly friendly, overly personal, forgetful.

Mood--Boisterous, withdrawn, fearful, tearful.

1 Light beer counts the same as regular beer; they are almost the same. No-alcohol beers and wines don't have enough alcohol to count at all.

The only way to detect signs of impairment is to watch patrons closely and talk with them frequently.

Slowing Down The Pace

When patrons are drinking too quickly, you can slow things down by:

Pushing alternative beverages, such as soft drinks, mocktails, no-alcohol beer and wine.

Offering food--Table snacks, hors d'oeuvres, soup or salad, sandwich, full meal.

Visiting the table less frequently.

Waiting till everyone is finished and clearing glasses before taking orders.

Encouraging participation in available activities--dancing, song contests, video games, etc.

Checking I.D.s

Serving underage patrons is a serious violation of the law and could be the basis of a costly lawsuit. Be sure to:

Check the I.D. of any patron who is not absolutely, positively of legal age.

Take physical possession of the I.D. and examine it under strong light. Look for:

Signs of tampering

Letters that are different or out of alignment

ANALYSIS BY STATE -- HIGH-INTEREST LEGISLATION

Accurate as of March

1995

| STATE | PBT Law | Implied Consent Ref Mand Min Lic Action | | Admin-istrative Per Se (BAC Level) | Administrative Per Se (Mand Min Licensing Action) | | | Illegal Per Se (BAC Level) | Pre-sumptive (BAC Level) | In Vehicle | | Dram Shop Law | Legal Purch/Sale for Alc Bev | STATE |
|-------|----------------|---|-------------------------|------------------------------------|---|------------------------|----------------------|----------------------------|---------------------------|-----------------|--------------------|------------------------|------------------------------|-------|
| | | 1st Refusal | 2nd Refusal | | 1st Offense | 2nd Offense | 3rd Offense | | | Open Con-tainer | Anti-Consumption | | | |
| AL | | S-90 dys | S-1 yr | N | -- | -- | -- | 0.10 | 0.10 | | | | | AL |
| AK | X | R-90 dys | R-1 yr | Y-0.10 | R-30 dys | R-1 yr | R-10 yrs | 0.10 | -- | | | Statute | 19 | AK |
| AZ | | S-12 mos | S-12 mos | N | -- | -- | -- | 0.10 | 0.10 | | | Statute | 21 | AZ |
| AR | | S-6 mos | S-1 yr | N | -- | -- | -- | 0.10 | -- | | | Case Law | 21 | AR |
| CA | | S-6 mos | S-1 yr | N | -- | -- | -- | 0.10 | -- | | | No | 21 | CA |
| CO | X | R-1 yr | R-1 yr | Y-0.15 | R-1 yr | R-1 yr | -- | 0.15 | .05-.10 ⁷ | X | X | Statute ¹⁴ | 21 | CO |
| CT | | S-6 mos | S-1 yr | N | -- | -- | -- | 0.10 | 0.10 ⁶ | | | Statute | 18/21 ¹⁵ | CT |
| DE | X | R-6 mos | R-18 mos | Y ²¹ | R-3 mos | R-1 yr | R-18 mos | .07-.10 ²⁷ | 0.10 ⁶ | | | Statute | 20 | DE |
| DC | | S-12 mos | S-12 mos | Y ²² | -- | -- | -- | 0.10 | 0.10 ⁶ | | | No | 21 | DC |
| FL | X | -- | S-1 yr | N | -- | -- | -- | 0.10 | 0.10 ⁶ | | X | Case Law | 18/21 ¹⁶ | FL |
| GA | | S-6 mos | S-6 mos | N | -- | -- | -- | 0.10 | 0.10 | | | Statute | 19 | GA |
| HI | | R-12 mos | R-12 mos | N | -- | -- | -- | 0.10 | 0.10 | | | No | 19 | HI |
| IL | | S-120 dys | S-120 dys | N | -- | -- | -- | 0.10 | >0.08 | X | X | Case Law | 18 | IL |
| IN | | -- | -- | N | -- | -- | -- | 0.10 | 0.10 | X | | Case Law | 19 | IN |
| IA | X | S-1 yr | S-1 yr | Y-0.10 | S-180 dys ³ | S-180 dys ³ | -- | 0.10 | 0.10 ⁶ | X | | Statute | 21 | IA |
| IA | X ¹ | R-240 dys ³¹ | R-360 dys ³¹ | Y-0.10 | -- | -- | -- | 0.10 | 0.10 ⁶ | | | Case Law | 21 | IA |
| KS | | -- | -- | N | -- | -- | -- | 0.13 | 0.10 | X | X | Statute | 19 | KS |
| KY | X | -- | -- | N ^{21,23} | -- | -- | -- | -- | 0.10 ⁶ | X | X | No | 18/21 ¹⁵ | KY |
| LA | | S-90 dys | S-545 dys | Y-0.10 | S-30 dys | S-365 dys | S-365 dys | 0.10 | 0.10 | | | Case Law | 21 | LA |
| ME | | S-90 dys | S-1 yr | Y-0.10 | S-45 dys ²² | S-1 yr | -- | 0.10 | -- | | | Possible ²⁴ | 18 | ME |
| MD | X | -- | -- | N | -- | -- | -- | -- | -- | | | Statute | 20 | MD |
| MA | | S-90 dys | S-90 dys | N | -- | -- | -- | -- | (.08-.13) ^{24,6} | X ¹⁰ | X ¹⁰ | No | 21 | MA |
| MA | X | -- | S-1 yr | N | -- | -- | -- | 0.10 | 0.10 | X | X | Case Law | 21 | MA |
| MI | X | -- | S-1 yr | N | -- | -- | -- | 0.10 | .07-.10 ⁷ | X | X | Statute | 21 | MI |
| MN | X | -- | -- | Y-0.10 | -- | -- | -- | 0.10 | -- | X | X | Statute | 19 | MN |
| MS | X | S-90 dys ² | S-90 dys ² | Y-0.10 ¹² | -- | -- | -- | 0.10 | -- | X | X | Case Law | 18/21 ¹⁸ | MS |
| MO | | -- | R-1 yr | Y-0.13 | R-1 yr ³³ | R-1 yr ³³ | R-1 yr ³³ | 0.10 | 0.10 ⁶ | | | Case Law | 21 | MO |
| MT | | S-90 dys | R-1 yr | N | -- | -- | -- | 0.10 | 0.10 | X | X | No | 19 | MT |
| NE | X | R-60 dys | R-6 mos | N | -- | -- | -- | 0.10 | -- | | | No | 21 | NE |
| NV | X | R-1 yr | R-3 yrs | Y-0.10 | -- | -- | -- | 0.10 | 0.10 | | X ¹¹ | No | 21 | NV |
| NH | X | R-90 dys | R-1 yr | N | -- | -- | -- | 0.10 | 0.10 ⁶ | | X ¹³ | Possible ²⁹ | 20 | NH |
| NJ | | R-6 mos | R-2 yrs | N | -- | -- | -- | 0.10 | -- | | X | Case Law | 21 | NJ |
| NM | | R-1 yr | R-1 yr | Y-0.10 | R-90 dys ⁵ | R-1 yr ⁵ | R-1 yr | 0.10 | 0.10 | | | Case Law ³⁰ | 21 | NM |
| NY | X | R-6 mos | R-1 yr | N ²³ | -- | -- | -- | 0.10 | .08-.10 ⁶ | | X | Statute | 19 | NY |
| NC | X | R-6 mos | R-12 mos | Y-0.10 ¹² | -- | R-10 dys | -- | 0.10 | -- | X ¹⁰ | X ^{10,11} | Statute ⁹ | 19/21 ¹⁷ | NC |
| ND | X | R-1 yr | R-1 yr | Y-0.10 | S-90 dys | S-1 yr | S-1 yr | 0.10 | -- | X | X | Statute | 21 | ND |
| OH | | -- | -- | N ²³ | -- | -- | -- | 0.10 | -- | | X | Statute | 19/21 ¹⁸ | OH |
| OK | | -- | -- | Y-0.10 | -- | -- | -- | 0.10 | 0.10 ⁶ | X | X | No | 21 | OK |
| OR | | S-90 dys | S-1 yr | Y-0.08 | -- | S-90 dys | S-90 dys | 0.08 | -- | X | X | Statute | 21 | OR |
| PA | X | S-12 mos | S-12 mos | N | -- | -- | -- | 0.10 | 0.10 | | X ¹¹ | Statute | 21 | PA |
| PR | X | -- | -- | N | -- | -- | -- | -- | 0.10 | | | No | 18 | PR |
| RI | X | S-3 mos | S-1 yr | N | -- | -- | -- | 0.10 | -- | | X ¹¹ | Statute | 21 | RI |
| SC | | S-90 dys | S-90 dys | N | -- | -- | -- | -- | 0.10 | X | X ¹³ | No | 20/21 ¹⁹ | SC |
| SD | X | -- | -- | N | -- | -- | -- | 0.10 | 0.10 | X | | Case Law | 19/21 ¹⁵ | SD |
| TN | | -- | -- | N | -- | -- | -- | -- | 0.10 | | | Case Law | 21 | TN |
| TX | | -- | -- | N | -- | -- | -- | 0.10 | -- | | | No | 19 | TX |
| UT | | R-1 yr | R-1 yr | Y-0.08 | S-90 dys | S-120 dys | S-120 dys | 0.08 | -- | X | X | Statute | 21 | UT |
| VT | X | S-6 mos | S-18 mos | N | -- | -- | -- | 0.10 | 0.10 | | X ¹¹ | Statute | 18 | VT |
| VA | X | S-6 mos | S-1 yr | N | -- | -- | -- | 0.15 | 0.10 | | X ¹¹ | No | 19/21 ¹⁸ | VA |

J-1

APPENDIX J - STATE INFORMATION

ANALYSIS BY STATES — HIGH-INTEREST LEGISLATION (continued)

| STATE | PBT Law | Implied Consent Ref Mand Min Lic Action | | Admin- istrative Per Se (BAC Level) | Administrative Per Se (Mand Min Licensing Action) | | | Illegal Per Se (BAC Level) | Pre- sumptive (BAC Level) | In Vehicle | | Dram Shop Law | Legal Purch/ Sale for Alc Bev | STATE |
|-------|---------|--|------------------|--|--|---------------------|----------------------|---|---|------------------------|---------------------------|--|---|-------|
| | | 1st Refusal | 2nd Refusal | | 1st Offense | 2nd Offense | 3rd Offense | | | Open Con- tainer | Anti- Consump- tion | | | |
| WA | | R-1 yr | R-2 yrs | Y-0.10 ⁴ | S-30 dys ¹ | R-1 yr ⁴ | R-2 yrs ⁴ | 0.10 | — | X | X | Case Law ³⁴ | 21 | WA |
| WV | X | R-1 yr | R-5 yrs | Y-0.10 ²⁴ | R-90 dys | R-5 yrs | R-10 yrs | — | 0.10 ⁸ | X | X | No | 19 ²⁹ | WV |
| WI | X | — | R-60 dys | N | — | — | — | 0.10 | — | X | X | Case Law | 19 | WI |
| WY | | S-30 dys | S-30 dys | Y ²⁵ | — | — | — | — | 0.10 ⁶ | — | — | Case Law | 19 | WY |
| TOTAL | 25 | S - 21 R - 16 | S - 22 R - 19 | Admin Per Se - 21 | S - 6 R - 6 | S - 6 R - 8 | S - 4 R - 6 | .08 - 2 .10 - 36 .12 - 1 .13 - 1 .15 - 2 .07-.10-1 | >.08 - 1 .10 - 21 .10 prima facie - 8 Other - 5 | 19 | 33 | Case Law - 16 Statute - 20 Possible Case Law - 2 | 18 - 4 19 - 12 20 - 3 21 - 24 18/21 - 4 19/21 - 4 20/21 - 1 | |

S = Suspension
R = Revocation
Y = Yes
N = No

J-2

¹Applies only when there has been either an injury or death related accident.
²License suspension for one (1) year if the driver has a prior DWI offense conviction.
³Suspension up to 180 days or until the DWI charges have been disposed of which ever occurs first.
⁴Administrative Per Se law effective January 1, 1986.
⁵Applies to persons 18 years old or above.
⁶BAC level or levels which indicate prima facie evidence.
⁷Lower of the two numbers is driving while impaired (DWI); higher is driving while under the influence (DUI).
⁸This state has both prima facie and presumptive evidence laws with BAC levels of 0.10.
⁹The statute applies specifically to actions of intoxicated minors, but the law does not foreclose developing case law as to other types of dram shop actions.
¹⁰Limited application.
¹¹Applies to drivers only.
¹²Special provisions/procedures.
¹³Possible.
¹⁴Applies only to actions of intoxicated minors; previous case law as to other types of dram shop actions has been specifically abrogated by legislation.
¹⁵18/19 for 3.2% beer; 21 for all other alcoholic beverages.
¹⁶18 for beer and light wine (14% alcohol or less); 21 for all other alcoholic beverages.

¹⁷19 for beer and unfortified wine; 21 for all other alcoholic beverages.
¹⁸19 for beer; 21 for wine and liquor.
¹⁹20 for beer and wine; 21 for liquor
²⁰19 for state residents; 21 for out-of-state residents.
²¹Based on probable cause of DWI.
²²Based on sufficient evidence of DWI.
²³Discretionary (Pre-DWI criminal adjudication) licensing action by the courts.
²⁴Or under the influence of alcohol.
²⁵Based on a DWI arrest.
²⁶18 for 4% beer and wine; 21 for all other alcoholic beverages.
²⁷Infraction if BAC level is between these limits.
²⁸Lower of the two numbers is driving while under the influence; the higher is driving while intoxicated.
²⁹Possible case law.
³⁰with statutory limitations on the amount of damage awards.
³¹A restricted license may be issued for an implied consent law violation provided the defendant pleads guilty to a subsequent DWI charge.
³²This suspension is for a traffic infraction.
³³Applies only to intoxicated offenses; for illegal per se and other admin per se actions a restricted hardship license may be granted provided the defendant has not received such a privilege within the past 5 years.
³⁴Applies only to the actions of (1) intoxicated minors and/or (2) adults who have lost their will to stop drinking.

ANALYSIS BY STATES -- HIGH-INTEREST LEGISLATION (continued)

| STATE | Fine (\$) (Mandatory Minimum) | | | Imprisonment (Mandatory Minimum) | | | Community Service In Lieu of Jail | | | License Sanction (Mandatory Minimum Following a DWI Conviction) | | | STATE |
|-------|----------------------------------|-------------------|------------------|-------------------------------------|----------------------|---------------------|--------------------------------------|----------------------|----------------------|---|----------------------|----------------------|-------|
| | First Offense | Second Offense | Third Offense | First Offense | Second Offense | Third Offense | First Offense | Second Offense | Third Offense | First Offense | Second Offense | Third Offense | |
| AL | -- | -- | -- | -- | 48 con hrs | 60 dys | -- | 20 dys | -- | S-90 dys | R-1 yr | R-3 yrs | AL |
| AK | -- | -- | -- | 72 con hrs | 20 con dys | 30 con dys | -- | -- | -- | R-30 dys | R-1 yr | R-10 yrs | AK |
| AZ | \$250 | \$500 | -- | 24 con hrs | 60 dys | 6 mos | 8 hrs | -- | -- | S-30 dys | R-1 yr | R-3 yrs | AZ |
| AR | -- | -- | -- | -- | -- | -- | -- | -- | -- | S-90 dys | S-1 yr | S-2 yrs | AR |
| CA | \$390 | \$375 | \$390 | -- | 48 hrs | 120 dys | -- | -- | -- | -- | -- | R-3 yrs | CA |
| CO | -- | -- | -- | -- | 7 dys | 7 dys | 48 hrs ¹ | 60 hrs ¹ | 60 hrs ¹ | -- | R-1 yr | R-2 yrs | CO |
| CT | -- | -- | -- | -- | 48 con hrs | 30 dys | -- | -- | -- | S-1 yr | S-2 yrs | S-3 yrs | CT |
| DE | -- | -- | -- | -- | 60 dys | 60 dys | -- | -- | -- | R-90 dys | R-6 mos | R-6 mos | DE |
| DC | -- | -- | -- | -- | -- | -- | -- | -- | -- | R-6 mos | R-1 yr | R-2 yrs | DC |
| FL | -- | -- | -- | -- | 10 dys | 30 dys | 50 hrs ¹¹ | -- | -- | -- | R-5 yrs | R-10 yrs | FL |
| GA | -- | -- | -- | -- | 48 hrs | 10 dys | -- | 80 hrs | 30 dys | -- | S-120 dys | R-5 yrs | GA |
| HI | \$150-1000 ¹ | -- | -- | 48 hrs ¹ | 48 con hrs | -- | 72 hrs ¹ | 10 dys | -- | S-30 dys | S-1 yr | -- | HI |
| IL | -- | -- | -- | -- | 10 dys | 30 dys | -- | -- | -- | -- | S-30 dys | S-1 yr | IL |
| IN | -- | -- | -- | -- | 48 con hrs | 48 con hrs | -- | 10 dys | 10 dys | -- | -- | -- | IN |
| IA | \$750 ¹⁶ | \$750 | \$750 | 7 dys ¹⁷ | 7 dys | -- | -- | 10 dys | 10 dys | S-30 dys | S-1 yr | S-1 yr | IA |
| KS | -- | -- | -- | 48 hrs | 5 dys | 90 dys | 100 hrs | -- | -- | -- | S-1 yr ¹⁴ | R-1 yr | KS |
| KY | -- | -- | -- | -- | 7 dys | 30 dys | -- | -- | -- | R-30 dys | R-12 mos | R-24 mos | KY |
| LA | -- | -- | -- | 2 dys | 15 dys | 6 mos | 4 dys | 30 dys | -- | -- | R-12 mos | R-12 mos | LA |
| ME | \$250(350) ² | \$350 | \$350 | 48 con hrs ² | 48 con hrs | 48 con hrs | -- | -- | -- | S-45 dys ¹⁵ | S-1 yr | S-1 yr | ME |
| MD | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | MD |
| MA | -- | -- | -- | -- | 7 dys ⁶ | 60 dys | -- | -- | -- | S-30 dys | S-1 yr | S-2 yrs | MA |
| MI | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | S-60 dys | R-1 yr | MI |
| MN | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | MN |
| MS | \$200 | \$400 | \$500 | -- | -- | -- | -- | -- | -- | S-45 dys | S-1 yr | S-1 yr | MS |
| MO | -- | -- | -- | -- | 48 con hrs | -- | -- | 10 dys ¹² | -- | -- | R-1 yr | R-1 yr | MO |
| MT | -- | -- | -- | 24 con hrs ³ | 3 dys ⁷ | 10 dys ⁹ | -- | -- | -- | -- | R-1 yr | R-1 yr | MT |
| NE | -- | -- | -- | -- | 48 hrs | 7 dys | -- | -- | -- | R-60 dys | R-6 mos | R-1 yr | NE |
| NV | -- | -- | -- | 2 dys ⁴ | 10 dys ¹⁹ | 1 yr ¹⁰ | 48 hrs | -- | -- | R-45 dys | R-1 yr | R-1.5 yr | NV |
| NH | -- | -- | -- | -- | 7 dys ⁸ | 7 dys ⁸ | -- | -- | -- | R-90 dys | R-3 yrs | R-3 yrs | NH |
| NJ | -- | -- | -- | -- ¹⁰ | 48 con hrs | 90 dys | -- | 30 dys ¹¹ | 90 dys ¹¹ | 6 mos ¹³ | 2 yrs ¹³ | 10 yrs ¹³ | NJ |
| NM | -- | -- | -- | -- | 48 con hrs | 48 con hrs | -- | -- | -- | -- | R-1 yr | R-5 yrs | NM |
| NY | \$350 | \$500 | \$500 | -- | -- | -- | -- | -- | -- | -- | -- | -- | NY |
| NC | -- | -- | -- | -- | 7 dys | 7 dys | -- | -- | -- | R-10 dys | R-2 yrs | R-3 yrs | NC |
| ND | \$250 | \$500 | \$1,000 | -- | 4 dys ¹ | 60 dys ⁵ | -- | 10 dys | -- | S-30 dys | S-364 dy | S-364 dy | ND |
| OH | -- | -- | -- | 3 con dys | 10 con dys | 30 con dys | -- | -- | -- | -- | S-180 dys | S-180 dys | OH |
| OK | -- | -- | -- | -- | -- | -- | -- | -- | -- | R-6 mos | R-2 yrs | R-3 yrs | OK |
| OR | -- | -- | -- | 48 hrs | 48 hrs | 48 hrs | 80 hrs | 80 hrs | 80 hrs | -- | S-90 dys | S-1 yr | OR |
| PA | \$300 | \$300 | \$300 | -- | 30 dys | 90 dys | -- | -- | -- | S-1 mos | S-12 mos | S-12 mos | PA |
| PR | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | PR |
| RI | \$200 | \$500 | \$500 | -- | 48 con hrs | 48 con hrs | -- | -- | -- | S-3 mos | S-1 yr | S-2 yrs | RI |
| SC | \$200 | -- | -- | 48 hrs | 48 hrs | 60 dys | 48 hrs | 10 dys | -- | -- | S-1 yr | S-2 yrs | SC |
| SD | -- | -- | -- | -- | -- | -- | -- | -- | -- | -- | R-1 yr | R-1 yr | SD |
| TN | \$250 | \$500 | \$1,000 | 48 hrs | 45 dys | 120 dys | -- | -- | -- | -- | R-2 yrs | R-3 yrs | TN |
| TX | -- | -- | -- | -- | 72 hrs | 10 dys | -- | -- | -- | -- | -- | -- | TX |
| UT | \$150 | \$299 | \$299 | 48 hrs | 48 hrs | 30 dys | 2 dys | 10 dys | 30 dys | S-90 dys | R-1 yr | R-1 yr | UT |
| VT | -- | -- | -- | -- | 48 con hrs | 48 con hrs | -- | 10 dys | 10 dys | S-90 dys | S-18 mos | R-2 yrs | VT |
| VA | -- | -- | -- | -- | 48 hrs | 30 dys | -- | -- | -- | -- | R-2 yrs | R-5 yrs | VA |

U-5

ANALYSIS BY STATES — HIGH-INTEREST LEGISLATION (continued)

| STATE | Fine (\$) (Mandatory Minimum) | | | Imprisonment (Mandatory Minimum) | | | Community Service In Lieu of Jail | | | License Sanction (Mandatory Minimum Following a DWI Conviction) | | | STATE |
|-------|----------------------------------|-------------------|------------------|-------------------------------------|-------------------|------------------|--------------------------------------|-------------------|------------------|---|-------------------|------------------|-------|
| | First Offense | Second Offense | Third Offense | First Offense | Second Offense | Third Offense | First Offense | Second Offense | Third Offense | First Offense | Second Offense | Third Offense | |
| WA | — | — | — | 24 con hrs | 7 dys | 7 dys | — | — | — | S-30 dys | R-1 yr | R-2 yrs | WA |
| WV | \$100 | \$1,000 | \$3,000 | 24 hrs | 6 mos | 1 yr | — | — | — | N/A | N/A | N/A | WV |
| WI | — | — | — | — | — | — | — | — | — | — | R-30 dys | R-60 dys | WI |
| WY | — | — | — | — | 7 dys | 7 dys | — | — | — | — | S-1 yr | R-3 yrs | WY |
| TOTAL | 14 | 12 | 11 | 16 | 41 | 38 | 10 | 14 | 8 | S - 15 R - 9 | S - 17 R - 23 | S - 12 R - 29 | |

S = Suspension
R = Revocation

J-4

- 1The court must sentence defendants to at least one of these sanctions but may sentence them to more than one such sanction.
- 2This sanction applies if a defendant is convicted of a criminal violation for a first DWI offense instead of a traffic infraction.
- 3Does not apply to illegal per se offense; this sanction only applies to "regular" DWI offenses.
- 4One day imprisonment or 24 hrs of community service if rehabilitation is taken.
- 5Must serve 48 consecutive hours.
- 6Or 14 days in a treatment facility.
- 7At least 48 consecutive hours.
- 8Seven (7) consecutive 24 hour periods.
- 9Must serve 48 consecutive hours; does not apply to illegal per se offenses.
- 1030 days if rehabilitation is taken.
- 11Mandatory community service regardless of whether there is a mandatory imprisonment sanction.
- 12Involving at least 40 hours.
- 13The right to operate a motor vehicle is "forfeited."
- 14License suspension terminates after the completion of a treatment program; this could be either more than or less than one (1) year.
- 15This suspension is for a DWI traffic infraction; for a 1st offense DWI criminal violation, the license is suspended for a mandatory period of 90 days.
- 1650 - 200 hours of community service in lieu of the fine.
- 17This sentence may not be suspended; however, the statute is silent as to probation.
- 18Mandatory treatment of not less than 12 nor more than 48 hours; this time is to be spent in an intoxicated driver resource center.
- 195 days if rehabilitation is taken; 48 hours must be served consecutively.
- 20Must serve two consecutive days.



MINIMUM DRINKING AGES BY STATE DATE OF ENACTMENT
June 19, 1985

21YR OLD MINIMUM (Prior age/date in second column)

1. California (1933)
2. Nevada (1933)
3. New Mexico (1934)
4. Washington (1934)
5. Indiana (1934)
6. Oregon (1935)
7. Pennsylvania (1935)
8. Utah (1935)
9. North Dakota (1936)
10. Kentucky (1938)
11. Missouri (1945)
12. Arkansas (1957)
13. Michigan (1978) (Was 18yrs)
14. Illinois (1980) (Was 19yrs)
15. Maryland (1982) (Was 18yrs)
16. New Jersey (1982) (Was 19yrs)
17. Alaska (1983) (Was 19yrs)
18. Delaware (1983) (Was 20yrs)
19. Oklahoma (1983) (Was 18yrs-3.2 beer)
20. Nebraska (1984) (Was 20yrs)
21. Arizona (1984) (Was 19yrs)
22. Rhode Island (1984) (Was 20yrs)
23. Tennessee (1984) (Was 19yrs)
24. Massachusetts (1984) (Was 20yrs-1979)
25. Georgia (1985) (Was 19yrs-1980, 18yrs-1979)
26. Virginia (1985) (Was 19yrs for beer-1984, 18yrs on-premise beer)
27. New Hampshire (1985) (Was 20yrs-1979)
28. Mississippi (1985) (Was 18yrs for beer/lt.wine-1966)
29. Connecticut (1985) (Was 20yrs-1983, 19yrs-1982, 18yrs-1981)
30. Alabama (1985) (Was 19yrs-1970)
31. Kansas (1985) (Was 18yrs for 3.2 beer-1949)
32. Texas (1985) (Was 19yrs-1981, 18yrs-1980)
33. South Carolina (1985) (Was 18yrs-beer/wine-1935)
34. North Carolina (1985) (Was 19yrs-beer-1935)
35. Florida (1985) (Was 19yrs-1980)
36. New York (purchase only-1985) (Was 19yrs for purchase)
37. Maine (1985) (Was 20yrs)

19YR OLD MINIMUM

1. Idaho (1972) defeated 1985
2. Iowa (1978) defeated 1985
3. Minnesota (1976) defeated 1985
4. Montana (1979) (referendum 11/86)
5. Wyoming (1973) defeated 1985
6. Wisconsin (1983)

18YR OLD MINIMUM

1. Hawaii (1972) defeated 1985
2. Louisiana (1948) defeated 1985
3. Vermont (1971) defeated 1985

SPLIT AGES

1. Colorado (1945) defeated 1985
18yrs: 3.2 beer
2. D.C. (1934) pending 1985
18yrs: beer/table wine
3. South Dakota (1984) defeated 1985
19yrs (was 18yrs):3.2 beer
4. Ohio (1982) no bill 1985
19yrs: beer(was 18yrs for 3.2)
5. West Virginia (1983)defeated 1985
19yrs: residents
21yrs: non-residents
(was 18yrs for all)

STATE HIGHWAY SAFETY OFFICES

ALABAMA

Highway and Traffic Safety Division
Department of Community and
Economic Affairs
P.O. Box 2939
Montgomery, AL 36105-0939
205/284-8790

ALASKA

Alaska Highway Safety Planning Agency
Pouch N
Juneau, AK 99801
907/465-4371

ARIZONA

Office of Highway Safety
1801 W. Jefferson Street, Room 465
Phoenix, AZ 85007
602/255-3216

ARKANSAS

Arkansas Highway Safety Program
#1 Capitol Mall
Level 4B, Suite 215
Little Rock, AR 72201
501/371-1101

CALIFORNIA

Office of Traffic Safety
Business & Transportation Agency
State of California
7000 Franklin Blvd. - Suite 300
Sacramento, CA 95823
916/445-0527

COLORADO

Division of Highway Safety
4201 East Arkansas Avenue
Denver, CO 80222
303/757-9381

CONNECTICUT

Governor's Representative
Department of Transportation
Bureau of Highways
24 Wolcott Hill Road
Wethersfield, CT 06109
203/566-4248

DELAWARE

Office of Highway Safety
Thomas Collins Bldg., Suite 363
540 S. Dupont Highway
Dover, DE 19901
302/736-4475

DISTRICT OF COLUMBIA

Highway Safety Program Coordinator
DPW, Transportation Safety Branch
Presidential Bldg., Suite 314
415 - 12th Street, NW
Washington, DC 20004
202/727-5777

FLORIDA

Bureau of Public Safety Management
Department of Community Affairs
2571 Executive Center Circle East
Tallahassee, FL 32301-8244
904/488-5455

GEORGIA

Office of Highway Safety
P.O. Box 1497
959 Confederate Avenue, SE
Atlanta, GA 30301
404/656-6996

HAWAII

Motor Vehicle Safety Office
State Department of Transportation
79 South Nimitz Highway
Honolulu, HI 96813
808/548-5755

IDAHO

Office of Highway Safety
Idaho Department of Transportation
P.O. Box 7129
Boise, ID 83707
208/334-3533

ILLINOIS

Bureau of Safety Programs
Illinois Dept. of Transportation
300 South Dirksen Parkway
Springfield, IL 62764
217/782-4974

INDIANA

Division of Traffic Safety
801 State Office Building, Rm. 801
Indianapolis, IN 46204
317/232-1287

IOWA

Governor's Highway Safety Office
Capitol Hill Annex
523 East 12th Street
Des Moines, IA 50319
515/281-3868

KANSAS

Transportation Safety Administrator
Kansas Department of Transportation
State Office Building, 10th Floor
Topeka, KS 66612
913/296-3756

KENTUCKY

Highway Safety Standards Branch
Kentucky State Police Headquarters
919 Versailles Road
Frankfort, KY 40601-9980
502/695-6356

LOUISIANA

Louisiana Highway Safety Commission
P.O. Box 66336
Baton Rouge, LA 70896
504/925-6991

MAINE

Highway Safety Representative
Department of Public Safety
36 Hospital Street
Augusta, ME 04330
207/289-2581

MARYLAND

Division of Transportation Safety
Department of Transportation
P.O. Box 8755
Baltimore-Washington
International Airport
Baltimore, MD 21240-0755
301/859-7157

MASSACHUSETTS

Governor's Highway Safety
Representative
100 Cambridge Street, Room 2104
Boston, MA 02202
617/727-5074

MICHIGAN

Office of Highway Safety Planning
111 S. Capitol Avenue, Lower Level
Lansing, MI 48913
517/373-8011

MINNESOTA

Director of Traffic Safety
Department of Public Safety
Transportation Building
St. Paul, MN 55155
612/296-6953

MISSISSIPPI

Governor's Representative for
Highway Safety
Governor's Highway Safety Program
301 W. Pearl street
Jackson, MS 39203-3085
601/949-2005

MISSOURI

Division of Highway Safety
P.O. Box 749
Jefferson City, MO 65102
314/751-4161

MONTANA

Highway Traffic Safety Division
Department of Justice
303 North Roberts
Helena, MT 59620
406/444-3412

NEBRASKA

Nebraska Highway Safety
Program Office
State House Station 94612
Lincoln, NE 68509
402/471-2515

NEVADA

Traffic Safety Division
Department of Motor Vehicles
555 Wright Way, Room 258
Carson City, NV 89711
702/885-5720

NEW HAMPSHIRE

Highway Safety Agency
117 Manchester Street
Concord, NH 03301
603/271-2131

NEW JERSEY

Manager
New Jersey Highway Safety Office
CN--048
Trenton, NJ 08625
609/292-3900

NEW MEXICO

Chief, Traffic Safety Bureau
P.E.R.A. Building, Room 224
P.O. Box 1028
Santa FE, NM 87503
505/827-4776

NEW YORK

Executive Director, Traffic Safety
Empire State Plaza
Swan Street Building
Albany, NY 12228
518/474-5777

NORTH CAROLINA

Governor's Highway Safety Program
215 East Lane Street
Raleigh, NC 27601
919/733-3083

NORTH DAKOTA

Driver License Division
North Dakota Highway Department
600 East Boulevard Avenue
Bismarck, ND 58505-0178
701/224-4397

OHIO

Governor's Highway Safety
Representative
Department of Highway Safety
P.O. Box 7167
Columbus, OH 43205
614/466-3250

OKLAHOMA

Highway Safety Office
Department of Transportation Bldg.
200 N.E. 21st Street, D-4
Oklahoma City, OK 73105
405/521-3314

OREGON

Oregon Traffic Safety Commission
State Library Building - 4th Floor
Salem, OR 97310
503/378-3670

PENNSYLVANIA

Bureau of Safety Programming
and Analysis
215 Transportation Safety Bldg.
Harrisburg, PA 17120
717/787-7350

PUERTO RICO

Traffic Safety Commission
P.O. Box 41289
Santurce, PR 00940
809/726-5290

RHODE ISLAND

Governor's Office of Highway Safety
345 Harris Avenue
Providence, RI 02909
401/277-3024

SOUTH CAROLINA

Division of Public Safety Programs
Edgar A. Brown State Office Building
1205 Pendleton Street, Room 453
Columbia, SC 29201
803/758-2237

SOUTH DAKOTA

State and Community Programs
Commerce and Regulation
118 West Capitol Avenue
Pierre, SD 57501
605/773-3675

TENNESSEE

Governor's Highway Safety Program
James K. Polk State Office Bldg.
505 Deaderick Street, Suite 600
Nashville, TN 37219
615/741-2589

TEXAS

Traffic Safety Section (D-18-TS)
State Department of Highways
and Public Transportation
11th and Brazos
Austin, TX 78701
512/465-6360

UTAH

Director, Highway Safety Division
Department of Public Safety
4501 South 2700 West
Salt Lake City, UT 84109
801/965-4410

VERMONT

Highway Safety Program
Agency of Transportation
133 State Street
Montpelier, VT 05602
802/828-2706

VIRGINIA

Deputy Commissioner for
Transportation Safety
P.O. Box 27412
Richmond, VA 23269
804/257-6620

WASHINGTON

Traffic Safety Commission
1000 S. Cherry Street
Olympia, WA 98504
206/753-6197

WEST VIRGINIA

Governor's Highway Safety
Representative
Office of Economic
and Community Development
5790-A MacCorkle Avenue
Charleston, WV 25304
304/348-8814

WISCONSIN

Highway Safety Coordinator
P.O. Box 7910
4802 Sheboygan Avenue
Madison, WI 53707
608/266-0421

WYOMING

Highway Safety Department
P.O. Box 1708
Cheyenne, WY 82002-9019
307/777-7296